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ABSTRACT

A response to a call for six-year planning documents from Gonzaga University's instructional units, this report is divided into five broad sections: (1) library collections, an assessment of Crosby Library's holdings and comparison with the overall quantitative standards established by the Association of College and Research Libraries; (2) library services, an analysis of the effectiveness of services being offered; (3) library facilities, an examination of the library's spatial limitations and needs; (4) library staffing, a comparison of the library's present staffing with recommended national standards; and (5) library finance, a comparison of present funding with the perceived needs of the future. (FM)

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SIX-YEAR PLANNING REPORT

FOR

CROSBY LIBRARY
GONZAGA UNIVERSITY

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Robert L. Burr, Director

December 1977

IR008120

INTRODUCTION

The call for a six-year planning document was issued by the President in a memorandum dated April 20, 1976. Through an oversight, Crosby Library failed to receive the planning directive. Despite the fact that academic planning was being pursued throughout the University during the remainder of 1976 and well into 1977, the Library remained unaware of its obligation to plan for the future. Significantly, this lack of planning activity on the part of Crosby Library went unnoticed until August 1977. The history of the preparation of the Library's six-year plan is significant, for it has influenced the nature of the report in a positive as well as negative manner.

This six-year plan was begun at a time when the planning documents of the University's instructional units were virtually complete. The availability of information about the future plans of the Schools and Departments has obviously been of immense value. The Library is, above all else, a service organization. Therefore, meaningful library planning can only be based upon general academic planning for the institution as a whole. This indispensable information has been provided in the form of advance planning drafts of the six-year plans of the Schools of Arts and Sciences, Business Administration, Education, and Engineering.

The delay in starting the six-year plan also permitted the participation of a new Library Director in the planning process. The advantages of such participation are clear.

Unfortunately, the basic problem of compressing the work of more than eighteen months into three or four months remains a serious handicap. The problem has been compounded by an unexpected resignation which left fewer hands to do the necessary work. In some instances, additional time would have permitted a more complete examination of certain aspects of the Library's operations. Certainly, a more leisurely approach would have resulted in a final report of higher literary quality. Nonetheless the

final product is offered without apology. The Library Faculty believes its analysis of Crosby Library's problems and future needs is both thorough and accurate, and worthy of careful consideration by the Gonzaga community.

GOALS, OBJECTIVES AND TRENDS:

The overall goal of Crosby Library must be excellence. The excellent library provides library services of the highest quality to all segments of the academic community it serves. The excellent library develops and maintains strong collections to support the instructional programs of the institution, to meet the intellectual needs of its students, and to promote the continuing professional growth of its faculty. Furthermore, the excellent library has the capacity to respond appropriately to evolving goals, changing needs, and priorities of the institution.

Crosby Library's progress in attaining its goal of excellence will be measured over the next six years by its achievement of a number of specific objectives. The first of these must be the correction of deficiencies in services, staffing and facilities noted by the Library and Gonzaga University in the 1976 Institutional Self-Study, and subsequently confirmed by the Report of the Evaluating Committee of the Northwest Association of Schools and Colleges. Following correction of the most serious weaknesses, the second major objective should be to meet or exceed the nationally recognized minimum standards for academic libraries. These standards, included as an appendix to this report, have been developed by the Association of College and Research Libraries and are widely used throughout the United States by accrediting agencies and funding authorities to assess library performance and need.

Finally, to preserve its excellence and to be properly responsive to an ever-changing environment, Crosby Library must participate fully and meaningfully in the academic life of the University. Accomplishment of this objective will require the Library and its Faculty to increase their

competence, to develop closer relationships with students and faculty, and to assume more active roles in the University community.

The course Crosby Library follows in pursuit of these objectives will be strongly influenced by developments within the institution as well as by changes occurring in the profession of librarianship. A number of important institutional trends are identified in the preliminary drafts of the six-year plans of the Schools of Arts and Sciences, Business Administration, Education, and Engineering. Anticipated changes in librarianship are easily discernible from a review of the professional literature.

Despite occasional variations, Gonzaga University's schools project enrollments at about their present levels throughout the next six years. The financial implications of this stable enrollment pattern at a University which relies heavily on tuition income for its major funding are obvious. Clearly the most important institutional trend over the next six years will be the continuation of financial restraints which have affected all units of the University in recent years. The allocation of limited financial resources will require a careful weighing of priorities and difficult decisions within Crosby Library and the University.

Although enrollments are expected to remain stable, instructional programs will be changing as the University attempts to respond to the needs of a changing society. The impact of projected modifications to the curriculum is discussed at some length later in this report. Here it should be noted that new instructional programs will create new demands for library resources, services, and facilities. In responding to these new needs, care must be taken to preserve the quality of support for existing programs.

Changes occurring within the profession of librarianship offer some cause for concern, but there are grounds for optimism as well. All evidence

indicates that the dramatic increases in library costs, far beyond those experienced by other areas of higher education in recent years, will continue in the future. One response to this severe financial pressure has been the development and expansion of cooperative arrangements of all types including interlibrary loan networks, reciprocal use agreements, and joint acquisitions programs. Library cooperation in the Pacific Northwest is growing, and it has the potential to confer the greatest benefits to the smaller institutions such as Gonzaga.

The rapid development of library technology is equally promising since it may help to control expensive personnel costs as well as provide better library services. The expansion of microform publishing in the next six years may succeed in reducing materials costs, and it will certainly reduce future space requirements.

Perhaps equally important is a growing awareness within the library profession that there are limits to library growth, and that the true test of professional performance lies not in owning the most materials or the biggest building, but in utilizing the available resources in the best and most efficient manner. This concern about costs and benefits, an awareness of the primacy of library service as an institutional mission, and a growing dedication to improving the level of professional practice, are welcome trends in the library world.

ORGANIZATION OF THE REPORT:

The original planning directive specified an organizational format which, for a variety of reasons, was unsuited to the Library's needs. Therefore, with the approval of the Academic Vice President, Crosby Library's six-year plan was divided into five broad sections.

I. Library Collections
II. Library Services
III. Library Facilities
IV. Library Staffing
V. Library Finances

This organizational structure for the report was adopted, in part, because each of these essential aspects of library operations can be measured against an applicable national minimum standard of the Association of College and Research Libraries. Within each section of the report, an attempt has been made to determine how well Crosby Library performs, what improvements should be made, and what will be necessary to make those improvements. The issues are important and complex, and fully deserve the detailed analysis provided in this report. However, the length of the report and the technical nature of some of the discussion makes it desirable to summarize the major conclusions in this introduction.

SUMMARY OF CONCLUSIONS:

I. Library Collections

A comparison of Crosby Library's collections with the overall quantitative standards established by the Association of College and Research Libraries revealed that the book collection numbered about 23,000 volumes less than it should. Unfortunately, a closer analysis of the collection indicated that holdings were poorly distributed. Although library materials to support instruction in Arts and Sciences are ample in number, support for instruction in the professional schools is wholly inadequate. The application of the quantitative standards on a program basis revealed the need to add 29,259 volumes to support the School of Business Administration, 38,083 volumes to support the School of Education, and 7,198 volumes to support the School of Engineering. A review of the anticipated program changes formulated by the Schools and Departments revealed the need to add a further 43,925 volumes over the

next six years. In purely quantitative terms, support for the instructional program at the level recommended by the standards will require the acquisition of 118,465 new volumes by Crosby Library by 1984.

Quantity alone is an inadequate basis for judging library resources, so a sampling technique was utilized to assess the quality of Crosby Library's holdings. Problems were identified in a number of subject areas which should be corrected in the future.

In addition to the problems of quality and quantity of library holdings, problems of organization were encountered as well. The lack of bibliographic control over some of the Library's important materials inhibits their use. The recommended participation of Crosby Library as a principal member of the Washington Library Network will improve the organization of these materials as well as provide important public service benefits.

II. Library Services

The analysis of Crosby Library's services revealed the need for equally substantial improvements. Traditional services such as reference assistance and circulation must be upgraded. New services, including library instruction, orientation, and media services, are badly needed and administrative problems abound. For the most part, real improvements in library services are dependent upon increased staffing, better facilities, and new equipment.

III. Library Facilities

The need for bigger and better library facilities has been widely recognized throughout the University for some time. The report indicates that new library space on the order of 30,000 square feet, in effect doubling the capacity of the present building, should be constructed. At the same time, the present structure should be thoroughly remodeled.

Even under optimum conditions, expansion of facilities on the scale

necessary will require some time. The analysis of Crosby Library's present space utilization suggests that available shelving will be completely exhausted by 1978-79. Therefore, off-site temporary storage of approximately 25,000 volumes is needed within the next year in order to provide room for new acquisitions while awaiting the completion of new facilities.

IV. Library Staffing

A comparison of Crosby Library's present staffing with recommended national standards reveals inadequate support for current programs and services. Anticipated growth in collections, facilities, and services will further increase the need for more staff. The most pressing needs may be found in the public service departments where two professional librarians and two clerical staff members should be added within the next two years. By the end of 1984, the addition of five librarians and thirteen clerical staff members will be necessary.

The analysis of Library staffing also revealed a number of personnel issues requiring action in the years ahead. Improvement of professional and clerical salary levels is imperative if quality staffing is to be available. The establishment of a separate paraprofessional work classification for non-professional library technicians is especially desirable.

V. Library Finance

Obviously, problems of the magnitude identified here will require expensive solutions. The expansion and improvement of library facilities recommended in this report will require a capital investment estimated at about $2.5 million. The acquisition of 118,000 new volumes to meet collection standards at a 1977 average cost of $16.27 per volume would

mean a further capital expenditure of about $2 million. In addition to these dramatic capital expenditures, substantially higher support for ongoing operating expenses will be necessary.

This report concludes that in all likelihood the normal revenues of the University will never be sufficient to provide financial support for Crosby Library commensurate with its needs or the needs of those it serves. Rather than accepting the inevitability of inadequate financial support, the Library and the University must embark upon a long-term commitment to secure the necessary funding from other sources. The task will demand the best efforts of all, but through the aggressive pursuit of grant opportunities and the stimulation of gifts and endowments, Crosby Library's financial needs can be met.

The recognized dependence upon private financial support to pay for the substantial improvements in library resources and facilities required does not remove the obligation of the University to provide operating support for library service appropriate to its means. A review of Library operating budgets for the past five years reveals that about 2.3% of total educational and general expenditures have been budgeted for Crosby Library annually. The national standard calls for 6% of such expenditures annually.

Without attempting to identify the reasons or judge their validity, it is clear that Crosby Library has been funded at an unrealistically low level for many years. The results of chronic underfunding are all too visible. This report identifies the need for significant growth in the Library budget during 1978-79 and 1979-80. Only after expenditures for Library support are increased to a more realistic level can normal budget growth on the order of 5-6% per year occur.

It is perhaps uniquely appropriate that Crosby Library's six-year

plan was developed in the midst of its twentieth anniversary year. Those who read the report in its entirety ought not to be dismayed by what seems to be a virtually endless list of problems and deficiencies. The needs of Crosby Library in 1977 are no worse than those confronting the University's Library prior to 1957. The massive expenditures called for in the years ahead represent, in inflated dollars, no more than what has been successfully done in the past.

The problems identified in this report are serious and substantial, and they present a worthy challenge to Crosby Library and Gonzaga University. By identifying what the problems are, the first important step has been taken toward solving them. This momentum, however slight, must not be lost.

LIBRARY COLLECTIONS

Crosby Library is the intellectual center of the University community. The Library's collection of resources is the foundation of that center. Without a well-organized, easily accessible collection of appropriate academic materials, Crosby Library cannot fulfill its purpose. The University's call for a six-year plan gives the Library the opportunity to assess the present state of its collections, and to plan for the next six years more intelligently.

The key to this analysis and future planning is the standard endorsed by the academic library profession and the greater academic community, the 1975 Standards for College Libraries, published by the Association of College and Research Libraries (ACRL). Specifically, Standards 2 and 3 are pertinent to collections. They provide a natural outline for this section of the report.

HOUSING AND CONTROL OF COLLECTIONS:

In an analysis of the University's collection of informational materials/equipment, we must address the question of the housing and control of all materials, regardless of format. A University Library has the responsibility to provide a unified collection in support of all academic programs. To achieve this end, the Library collection should include all recorded bodies of information owned by the University. The University Library is in the unique position of having the necessary expertise to accomplish this goal. Unfortunately, to some extent, this standard is unattainable. For example, the American Bar Association standards dictate that Law Schools have independently-operated libraries.

Putting aside the question of the Law Library, there are other bodies of informational materials/equipment owned by Gonzaga University which

Crosby Library does not house. Specifically, we do not house the Hughes Branch Library (although we do control it); nor do we house or control the School of Education's Curriculum Library and Learning Center, career counseling materials, and various non-book materials and equipment scattered around the campus. The scattering of materials leads to inefficiency, duplication, and reduced accessibility. Only when all materials are "under one roof," both physically and administratively, can the University's needs for resources be adequately coordinated and controlled (i.e., selected, acquired, organized, housed, accessed, and reviewed). Absorbing the scattered collections is a goal to be pursued in the next six years. However, the absorption of these collections and the development and organization of the total collection is contingent upon additional facilities, budget, personnel, and accreditation requirements.

We must also look at the questions of the quantity and quality of the total collection. Quantity can be measured rather easily by the formula established by the ACRL standards. Quality is necessarily more difficult to assess. However, there are some guidelines, such as standard scholarly bibliographies, against which the Library can measure its collection. We have assessed both variables.

COLLECTION QUANTITY:

Crosby Library presently counts 158,225 book volumes or equivalents in its collection. This figure was derived from the Higher Education Information Survey (HEGIS) formula for estimating title holdings through a measurement of the shelf list. The shelf list is the Library's inventory record of each title owned in call number (i.e. shelf) order. The formula is as follows:

1. Count the number of titles in one inch of the shelf list cards in the shelf list;

2. Repeat step one at random intervals (e.g. count one inch in every foot) throughout the shelf list;
3. Average the number of titles per inch;
4. Multiply the average titles per inch by the number of inches of cards in the shelf list.

Since the ACRL standards dictate consideration of the collection in volumes, the title counts were increased by 25% to arrive at the volume counts. We consider this a reasonable estimate. It represents a ratio of five volumes to every four titles.

Figure 1

Holdings in Volumes

Crosby Library--Gonzaga University

October 1977

	Books	Periodicals	Total
ARTS AND SCIENCES			
Fine Arts & Humanities	27,651	7,262	34,913
Language & Literature	44,536	2,708	47,244
Social Science & History	48,468	9,844	58,312
Sciences	12,713	6,279	18,992
EDUCATION	5,831	2,840	8,671
BUSINESS	9,898	3,327	13,225
ENGINEERING	4,020	2,346	6,366
GENERALITIES	5,108	6,680	11,788
Total	158,225	41,286	199,511

Crosby Library presently holds 41,286 periodical volumes. For this collection analysis we performed an actual title and volume count. The result of the book-volume estimate and the periodical count is a grand total of 199,511 volumes.

According to the ACRL Standard 2, Formula A, Crosby Library should have 222,610 volumes to support the current academic programs of Gonzaga University. Therefore, Crosby Library fails to meet the national minimum standard by 23,099 volumes.

Figure 2

Total library holdings required by ACRL standards

Crosby Library--Gonzaga University

October 1977

Allowance Categories	Volume Allowance	Total Volumes
1. Basic Collection	85,000	85,000
*2. Allowance per FTE faculty member @ 111	100	11,100
*3. Allowance per FTE student @ 2380	15	32,760
**4. Allowance per undergraduate major or minor field @ 39	350	13,650
**5. Allowance per Masters field, when no higher degree is offered @ 15	6,000	90,000
**6. Allowance per Masters field, when a Higher Degree is offered @ 0	3,000	0
**7. Allowance per 6th year Specialist degrees @ 0	6,000	0
**8. Allowance per Doctoral field @ 0	25,000	0
Total Volumes Needed		222,610

*FTE figures derived from statistics received from the Registrar's office and offices of the Deans

**Program figures derived from 1977/78 Gonzaga University Catalogues

Recent Library Annual Reports indicate that the collection size has remained relatively constant, with withdrawals balancing off new acquisitions. Since the weeding program has stabilized, we anticipate that there will be a slight increase in total holdings (perhaps 1,000 per year) for the next year or so, if the acquisitions budget remains unchanged. However, inflation will soon offset any increases, and gradual losses will result. To meet the requirements for current academic programs, substantial increases in the acquisitions budget will be needed immediately. We will require an average net increase of 3,580 volumes per year for the next six years to meet overall quantity requirements.

An analysis of the volume holdings for individual schools of the University was needed to determine precisely where the growth should occur. Formula A of the ACRL standards was therefore applied to each School. In Figures 3 through 6, Section a, the basic collection allowance of 85,000 volumes was distributed among the four schools in the following way. Arts and Sciences is allocated 2/3 of the total; the remaining 1/3 was divided evenly among the three professional schools. This distribution formula appears to be reasonable. The FTE figures were derived from statistics received from the Registrar's Office and the offices of the Deans. Program figures were derived from the 1977/78 Gonzaga University catalogues. In Section b, book and periodical volumes are added together. To this total is added a share of the Generalities holdings. The shares were distributed according to the same ratio as was the basic collection figure in Section a.

A comparison of ideal holdings versus actual Crosby Library holdings reveals some startling facts.

Figure 3

Arts & Sciences Quantitative Collection Analysis

Crosby Library--Gonzaga University

October 1977

a) Arts and Sciences holdings required by ACRL Standards

Allowance Categories	Volume Allowance	Total Volumes
1. Basic Collection	56,667	56,667
2. Allowance per FTE faculty member @ 63	100	6,300
3. Allowance per FTE student @ 1,474	15	22,110
4. Allowance per undergraduate major or minor field @ 26	350	9,100
5. Allowance per Masters field, when no higher degree is offered @ 5	6,000	30,000
6. Allowance per Masters field, when a higher degree is offered @ 0	3,000	0
7. Allowance per 6th year Specialist degree @ 0	6,000	0
8. Allowance per Doctoral field @ 0	25,000	0
	Total Volumes Needed	124,177

b) Crosby holdings in Arts and Sciences

34,913	Volumes in Fine Arts & Humanities (Books & Periodicals)
47,244	Volumes in Languages & Literature (Books & Periodicals)
58,312	Volumes in Social Sciences & History (Books & Periodicals)
18,992	Volues in Sciences (Books & Periodicals)
7,859	Volumes in Generalities (Books & Periodicals)
167,320	Total Volumes

c) Difference

124,177 needed volumes

167,320 actual volume holdings

\+ 43,143 volumes over minimum standard

Figure 4

Business Administration Quantitative Collection Analysis

Crosby Library--Gonzaga University

October 1977

a) Business Administration holdings required by ACRL Standards

Allowance Categories	Volume Allowance	Total Volumes
1. Basic Collection	9,444	9,444
2. Allowance per FTE faculty member @ 14	100	1,400
3. Allowance per FTE student @ 410	15	6,150
4. Allowance per undergraduate major or minor field @ 8	350	2,800
5. Allowance per Masters field, when no higher degree is offered @ 4	6,000	24,000
6. Allowance per Masters field, when a higher degree is offered @ 0	3,000	0
7. Allowance per 6th year Specialist degree @ 0	6,000	0
8. Allowance per Doctoral field @ 0	25,000	0
	Total Volumes Needed	43,794

b) Crosby holdings in Business Administration

13,225 Volumes (Books & Periodicals)

1,310 Generalities (Books & Periodicals)

14,535 Total Volumes

c) Difference

43,794 needed volumes

14,535 actual volume holdings

- 29,259 volumes under minimum standard

Figure 5

Education Quantitative Collection Analysis

Crosby Library--Gonzaga University

October 1977

a) Education holdings required by ACRL Standards

Allowance Categories	Volume Allowance	Total Volumes
1. Basic Collection	9,444	9,444
2. Allowance per FTE faculty member @ 9	100	900
3. Allowance per FRE student @ 68	15	1,020
4. Allowance per undergraduate major or minor field @ 2	350	700
5. Allowance per Masters field, when no higher degree is offered @ 6	6,000	36,000
6. Allowance per Masters field, when no higher degree is offered @ 0	3,000	0
7. Allowance per 6th year Specialist degree @ 0	6,000	0
8. Allowance per Doctoral field @ 0	25,000	0
	Total Volumes Needed	48,064

b) Crosby holdings in Education

8,671 Volumes (Books & Periodicals)

1,310 Generalities (Books & Periodicals)

9,981 Total Volumes

c) Difference

48,064 needed volumes

9,981 actual volume holdings

-38,083 volumes under minimum standard

Figure 6

Engineering Quantitative Collection Analysis

Crosby Library--Gonzaga University

October 1977

a) Engineering holdings required by ACRL Standards

Allowance Categories	Volume Allowance	Total Volumes
1. Basic Collection	9,444	9,444
2. Allowance per FTE faculty member @ 9	100	900
3. Allowance per FTE student @ 232	15	3,480
4. Allowance per undergraduate major or minor field @ 3	350	1,050
5. Allowance per Masters field, when no higher degree is offered @ 0	6,000	0
6. Allowance per Masters field, when a higher degree is offered @ 0	3,000	0
7. Allowance per 6th year Specialist degree @ 0	6,000	0
8. Allowance per Doctoral field @ 0	25,000	0
	Total Volumes Needed	14,874

b) Crosby holdings in Engineering

6,366 Volumes (Books & Periodicals)

1,310 Generalities (Books & Periodicals)

7,676 Total volumes

c) Difference

14,874 needed volumes

7,676 actual volume holdings

-7,198 volumes under minimum standard

The collection is heavily weighted in favor of the School of Arts and Sciences. That is, it is the only School for which Crosby Library's holdings exceed the minimum standard. While this strength is desirable, attention should be drawn to the serious shortage of 74,540 volumes in the professional school holdings. Future buying patterns, as well as weeding programs, will be directed toward correcting this imbalance.

All of the above assumes that Gonzaga University's academic programs will remain static; however, this is not likely. In analyzing the Six-Year Plans written by the various Schools within the University, the Library was able to identify a number of programs being examined, either for possible establishment or elimination.

In order to apply the information in Figure 7 to Formula A, the following estimations and computations are needed. It is unlikely that all proposed new programs will actually be implemented, therefore it is necessary to estimate the number that will come to fruition. We believe that 50% is a conservative, but reasonable prediction. Therefore the total projected gains in degree programs are reduced by half. Since it is felt that the major programs, not identified as degree programs, will not require as many resources, 25% of this net gain is used in the formula. Further, in estimating FTE faculty, it is assumed that one new FTE faculty member will be needed to support each degree. One-half FTE faculty member is estimated for each new program. In estimating FTE students, twenty students are projected for each new bachelor's degree; ten for each new master's; five for each new doctoral degree.

Projected Program Changes, 1978-84

October 1977

(Source: Gonzaga University Six-Year Planning Drafts)

Schools	Doctorates	Masters	Bachelors	Major Programs
Arts & Sciences		+Anesthesiology +Pastoral Counseling	+Arts & Music Therapy +Social Work +Psychological Asst. +Music History -Classics -Latin -Physics	+Asiatic & Russian History
Business Administration		+Public Administration	+Public Administration	
Education	+Education			+Indian Education +Adult Education +Career Education +Special Education +Early Childhood Education +Cable Television & Education
Engineering			-Engineering Science	
Nursing		+3 degrees	+1 degree	
Total	+1	+6	+4	+7 Total Gains

-20-

Figure 8

Estimate of Volumes Needed for New Programs, 1978-84

October 1977

	No.	Basic Program Allowance	Allowance per FTE Faculty	Allowance per FTE Student	Total
Doctorates	1	*22,000	100	75	22,175
Masters	3	18,000	300	450	18,750
Bachelors	2	700	200	600	1,500
Programs	2	700	200	600	1,500
	8	41,400	800	1,725	43,925 vols.

* 3,000 volumes have been subtracted from the formula requirement of 25,000, since the allowance per Master's degree when a higher degree is offered in the field is 3,000 volumes less than when no higher degree is offered.

If these projections are accurate, Crosby Library must add 43,925 volumes to meet the requirements of the new programs. These volumes would be in addition to the 74,540 new volumes needed to support the current programs of the professional schools. (This figure includes the overall volume shortage shown in Figure 2.) Therefore, the addition of 118,465 volumes to the present collection will be needed to support present and projected programs at recommended levels. It is not reasonable to expect that this large shortage can be corrected within six years. Even by spreading this net gain over a ten-year period (11,847 volumes per year), Crosby Library would be faced with an insurmountable task, given its present personnel, facilities, and budget. These figures have grave implications for the establishment of new programs. We strongly recommend that program planners consider the permanency of the programs, in view of the amount of money needed to support them with Library resources. A librarian should be included in the early stages of any future program development, to assist planners in identifying resource needs and probable costs.

COLLECTION QUALITY:

The quality of the Crosby Library collection has been measured by comparing selected titles against standard bibliographic guides and certain other standards deemed within the profession to be quality indicators. The titles analyzed were selected according to sampling formulas suggested by Goldstein and Sedransk in College and Research Libraries, May, 1977, "Using a Sample Technique to Describe Characteristics of a Collection."

The formulas are as follows: $n = \frac{(1.96)^2 P(1-P)}{(d)^2}$ and $i = N/n$

In these formulas, n = sampling size, P(1-P) = the probability, (d) = the deviation, i = the sampling interval, and N = total number of titles per category.

With the help of Dr. William Carsrud, chairman of Gonzaga's Mathematics Department, it was determined that our sampling size should be 96 titles.

$$n = \frac{(1.96)^2 (.5) (.5)}{.1^2} = 96$$

This sample size carries with it a maximum deviation of 10%. For example, a finding of 60% anywhere within Figures 9 through 17 could actually be somewhere between 50 and 70 percent. Further, this formula specifies a 95% probability that each title sampled lies within the maximum deviation. The maximum deviation and probability of this sample size seemed acceptable, due to the time constraints of completing the six-year plan.

This sampling technique was applied to the nine collection categories, namely: 1) Fine Arts and Humanities, 2) Language and Literature, 3) Social Sciences and History, 4) Sciences, 5) Business, 6) Education, 7) Engineering, 8) Generalities, and 9) Reference. Total titles within each category were divided by 96 to arrive at sampling intervals.

The sampled titles were reviewed for the language in which they were

written, date of publication, publisher (i.e., trade, academic, or other), and for inclusion in Books for College Libraries (BCL), the Opening Day Collection (ODC), or a specialized bibliography. In each case, percentages of holdings were computed. For language, publication date, and publisher, the possible percentages are all 100%. In the case of the bibliographies, the possible percentages are always less than 100% because library holdings do not represent only those titles listed, but include titles in addition to those recommended. Therefore, the number of titles listed in a bibliography can only be a certain percentage of total holdings. For instance, in the Fine Arts and Humanities section of BCL, 5,834 titles were listed. Crosby Library holds 22,121 titles in this subject area. If we had everything listed, our percentage of BCL titles would be 26.37%.

In analyzing the results, as seen in Figures 9 through 17, there are a number of observations that should be made. In all categories, English language materials predominate. This is expected and correct for an institution whose primary emphasis is upon teaching rather than upon advanced research. Likewise, trade publishers predominate. This too is not surprising, for many academic presses publish specialized scholarly works not essential to Gonzaga University's research demands.

Other observations are not consistent throughout all nine subject categories. Specifically, the results in the areas of dates and bibliographies must be discussed separately for each category.

In Fine Arts and Humanities, recency of materials is not usually of prime importance. Users rely on materials with varied imprints, since primary sources on the topic under investigation are of major interest. Crosby Library's holdings seem to have an appropriate date distribution. However, the percentage of recommended BCL titles is definitely low. Future acquisitions in this area will seek to correct this deficiency.

Figure 9

Qualitative Collection Analysis

Art and Sciences (Fine Arts and Humanities)

Crosby Library--Gonzaga University

October 1977

Collection Characteristics	Crosby Library Holdings
Languages:	
English	88.8%
French	8.4%
Latin	2.8%
Dates:	
Pre-1900	5.6%
1901-1950	22.2%
1951-1965	30.8%
1966-	37.4%
Publisher:	
Trade	72.9%
Academic	20.6%
Other	6.5%
Books for College Libraries (Maximum possible: 26.37%)	3.74%

Figure 10

Qualitative Collection Analysis
Arts and Sciences (Languages and Literature)
Crosby Library--Gonzaga University
October 1977

Collection Characteristics	Crosby Library Holdings
Languages:	
English	87. %
French	7.6%
Spanish	1.1%
German	3.3%
Italian	1.1%
Dates:	
Pre-1900	4.4%
1901-1950	33.7%
1951-1965	34.8%
1966-	27.2%
Publisher:	
Trade	71.7%
Academic	19.6%
Other	8.7%
Books for College Libraries	23.9%
(Maximum possible: 32.6%)	

One would have expected to find a greater percentage of foreign language materials than that shown by the analysis. Even a minimum program in modern foreign languages demands a greater number of resources than we appear to have. Steps will be taken by the Acquisitions Department, in conjunction with the Department of Modern Languages, to remedy this deficiency. In this subject area, as in Fine Arts and Humanities, the recency of materials is not a major concern. The date spread is appropriate. The percentage of

recommended BCL titles held by Crosby Library is not seriously short of the ideal, but additional efforts will be made to increase it.

Figure 11

Arts and Sciences (Social Science and History)

Crosby Library--Gonzaga University

October 1977

Collection Characteristics	Crosby Library Holdings
Languages:	
English	93.7%
French	3.2%
German	1.1%
Italian	1.1%
Spanish	1.1%
Dates:	
Pre-1900	9.5%
1901-1950	35.8%
1951-1965	26.3%
1966-	28.4%
Publisher:	
Trade	50.5%
Academic	25.3%
Other	24.2%
Books for College Libraries	11.6%
(Maximum possible: 34.6%)	

In Social Sciences and History, the distribution by date seems appropriate. However, since the Library already owns a solid percentage of early materials, now is the time to redirect the emphasis toward more current studies, particularly since a large part of this category includes rapidly developing social sciences such as Sociology and Psychology. The actual percentage of BCL titles held falls seriously short of the possible percentage. Future acquisitions will seek to correct this shortage.

Figure 12

Arts and Sciences (Science)

Crosby Library--Gonzaga University

October 1977

Collection Characteristics	Crosby Library Holdings
Languages:	
English	98%
French	2%
Dates:	
Pre-1900	5%
1901-1950	32%
1951-1965	37%
1966-	26%
Publisher:	
Trade	68%
Academic	23%
Other	9%
Books for College Libraries (Maximum possible: 34.7%)	16%

It is interesting to note that no German titles were sampled, even though many important scientific studies are written in this language. Therefore, the adequacy of the Library's foreign language materials in this Subject area must be suspect. Further, the recency of publication in the sciences is usually critical. The dates of Crosby Library's holdings do not reflect an adequate percentage in the post-1965 category. Likewise, the percentage of recommended BCL titles is drastically below par. In all three categories, Crosby Library's selection and purchase of science materials must be greatly improved. This will be done in cooperation with the science faculty.

Figure 13

Business Administration Qualitative Collection Analysis

Crosby Library--Gonzaga University

October 1977

Collection Characteristics	Crosby Library Holdings
Languages:	
English	94.6%
French	1.1%
Latin	1.1%
Spanish	2.2%
Italian	1.1%
Dates:	
Pre-1900	2.2%
1901-1950	38. %
1950-1965	43.5%
1966-	16.3%
Publisher:	
Trade	52.2%
Academic	25. %
Other	22.9%
Books for College Libraries (Maximum possible: 35%)	19.6%

The Business collection is seriously deficient in recency of publication and in recommended BCL titles. The School of Business plays an important role in Gonzaga's academic programs. Aware of this fact, the Library and the Business School are working jointly to begin correcting these deficiences. Continued efforts over a period of years will be needed to make the necessary improvements in the collection.

Figure 14

Education Collection Qualitative Analysis

Crosby Library--Gonzaga University

October 1977

Collection Characteristics	Crosby Library Holdings
Languages:	
English	96.7%
Spanish	1.1%
Italian	1.1%
Latin	1.1%
Dates:	
Pre-1900	1.1%
1901-1950	14.4%
1951-1965	38.9%
1966-	45.6%
Publisher:	
Trade	57.8%
Academic	32.2 %
Other	10. %
Books for College Libraries (Maximum possible: 10%)	7.8%
New York University List of Books in Education (Maximum possible: 61.1%)	18.9%

The Education collection is reasonably current. The percentage of Crosby Library's holdings of recommended BCL titles in Education is also fairly good. However, when we compare our holdings with an extensive, specialized bibliography in the field, New York University List of Books in Education, it is apparent that the collection is not what it should be. It is possible that the inclusion of the materials from the School of Education's libraries would improve the quality of the collection. Earlier in this plan we discussed the desirability of assimilating those collections into the Library. Before extensive purchases

from the bibliography are made, the feasibility of drawing the collections together to avoid unnecessary duplication of materials should be studied.

Figure 15

Engineering Collection Qualitative Analysis

Crosby Library--Gonzaga University

October 1977

Collection Characteristics	Crosby Library Holdings
Languages:	
English	100. %
Dates:	
Pre-1900	2. %
1901-1950	25.5%
1951-1965	47.1%
1966-	25.5%
Publisher:	
Trade	68.6%
Academic	5.9%
Other	25.5%
Books for College Libraries (Maximum possible: 9.8%)	4.9%
Basic Collection for Scientific & Technical Libraries (Maximum possible: 71.9%)	7.8%

The obsolescence of many of the Engineering titles is obvious. Recency is an important factor in maintaining a useful Engineering collection. The percentages of holdings in the general BCL list and the specialized bibliography, Basic Collection for Scientific and Technical Libraries, reflect serious deficiencies in numbers of standard, recommended titles. Considering both the date and bibliography categories, Crosby Library is faced with still another

area needing substantial improvement. Close cooperation with the Engineering faculty will be required to implement a worthwhile buying program for current materials, but purchasing from the recommended lists can begin at once.

Figure 16

Generalities Collection Qualitative Analysis

Crosby Library--Gonzaga University

October 1977

Collection Characteristics	Crosby Library Holdings
Languages:	
English	92.4%
French	2.2%
German	3.3%
Russian	1.1%
Spanish	1.1%
Dates:	
Pre-1900	2.2%
1901-1950	20.7%
1951-1965	34.8%
1966-	42.4%
Publisher:	
Trade	52.2%
Academic	34.8%
Other	13. %
Books for College Libraries (Maximum possible: 17.6%)	12. %

All aspects of Crosby Library's Generalities collection except one appear to be acceptable. The exception is the percentage of BCL titles held. Future acquisitions will correct this problem.

Figure 17

Reference Collection Qualitative Analysis

Crosby Library--Gonzaga University

October 1977

Collection Characteristics	Crosby Library Holdings
Languages:	
English	90.8%
German	4.6%
French	3.5%
Latin	1.2%
Dates:	
Pre-1900	5.8%
1901-1950	25.3%
1951-1965	28.7%
1966-	40.2%
Publisher	
Trade	48.3%
Academic	27.6%
Other	24.1%
Opening Day Collection	5.8%
(Maximum possible: 5.2%)	
Guide to Reference Books	37.9%
(Maximum possible: 48.9%)	

The recent efforts to improve this collection are reflected by the statistics. The dates of the holdings are respectable. Obviously the Library has made a concerted effort to acquire all ODC reference titles. Likewise, we have substantial holdings listed in Sheehy's Guide to Reference Books. Efforts to maintain and improve this already good collection will continue.

Figure 18

Periodical Collection Qualitative Analysis

Crosby Library--Gonzaga University

October 1977

Subject	Holdings Recommended by Farber	Holdings Recommended by Katz
Arts and Sciences	89. %	24.5%
Business	100. %	100. %
Education	78.1%	87.3%
Engineering	100. %	100. %
Generalities	63.1%	35.2%
Total Collection	84.9%	30. %

Periodical titles were not sampled; every title in the collection was checked against both standard periodical bibliographies in the field, namely Farber's Classified List of Periodicals for the College Library and Katz' Magazines for Libraries. It is apparent that Crosby Library's core periodical collection is very strong since Farber lists the more essential titles. The strength is consistent through all areas, with the exception of generalities. This area is probably of lesser direct importance to the curriculum. The Katz bibliography is more comprehensive and includes many "nice-to-have" titles. However, two areas, namely Arts and Sciences and Generalities, are deficient. Serious thought will be given to the purchase of additional titles needed to correct this deficiency. However, periodical costs are soaring, and it would be unwise to begin subscribing to new titles that cannot be continued. Present budgets make it difficult to maintain our current subscriptions.

To summarize the results of the quantity and the quality analyses of Crosby Library's holdings, it is apparent that the collection needs immediate attention in both areas. In quantity, the Library's resources to

support Gonzaga's professional schools are seriously deficient. Considerable financial support from the University administration is needed immediately to begin correcting the shortage. In terms of quality the results were mixed. The Periodicals, Generalities, and Reference collections are reasonably adequate. The other areas analyzed revealed a variety of weaknesses, such as lack of recency and lack of holdings of standard titles. Specifically, the Sciences and Engineering resources are not up-to-date. The Education, Social Sciences and History, Fine Arts & Humanities, Sciences, Business, and Engineering collections do not reflect sufficient numbers of holdings listed in the standard bibliographies. Crosby Library proposes to complete a full comparison of our holdings with the standard bibliographies within the next two years. A program for purchasing needed titles will be conducted concurrently, if funding is available.

COLLECTION POLICIES:

A written collection policy that will coordinate the selection and purchase of books and periodicals for Crosby Library is desperately needed. Many of the deficiencies and imbalances noted in our study result from lack of consistent planning. A written policy, jointly developed by the Library, the Schools, and the Departments, will correct this lack of planning. Policy formation should begin immediately and be completed within three years. The collection policy should define the scope of the collection in terms of the academic needs of Gonzaga University, the optimum size in terms of the ACRL standards, criteria for selection within various subject areas, responsibility for selection, and criteria for weeding.

The general collections policy, referred to above, must also include consideration of special, library-initiated collections currently within Crosby's holdings. Since each area has its own peculiar problems, treatment of each must be discussed separately.

1. Documents

Some discussion has taken place in the last few years with regard to federal and state document depository status for Crosby Library. The Law Library, in particular, has tried to promote the idea with the University administration. The question, which must be resolved soon, demands a thorough study of the University's needs for government publications to support specific academic programs. The analysis should consider other factors such as the cost and availability of documents through other than depository status and the cost of housing and staffing a large documents collection. The Library will complete the study within two years. From it, Crosby Library will have the information necessary to make a decision about selective depository status. In any case, a collection policy addressing the scope of document acquisitions must be developed.

2. Non-book Materials

Intellectual endeavors are not limited to the format of the book. Many kinds of information are presented only in non-book media such as records, films, tapes, microforms, and realia. Book and non-book media complement one another. To adequately meet patron needs, more and more libraries are buying appropriate media for their collections. Furthermore, more and more publishers are producing an increasing amount of non-book media, since microform publishing is becoming increasingly popular as a means to reducing library costs and space requirements. Crosby Library would be remiss if it did not develop a comprehensive non-book collection policy for the enhancement of its total collection. This policy will strive to meet both the academic and leisure needs of our patrons.

3, Reference Collection

Progress has been made in recent years toward updating many of the significant reference tools necessary to support Gonzaga's academic program. This was an essential step in the development of a useful reference collection. Further efforts must be made in this same direction.

The public services staff has a responsibility to participate in and be familiar with the acquisition of reference materials, since Reference personnel are uniquely able to identify patron needs in this area. They provide a necessary interface between library users and the Acquisitions Department. Aware of patron needs, Reference personnel are also, and will continue to be, a part of the decision-making process that determines the location of reference materials (i.e. the reference room vs. the reference stacks).

Thus far decisions to acquire reference materials have been made on a title-by-title basis. A collection policy must be developed. This policy will include a definition of reference material, stressing usefulness and recency. Due to the present problems of the facility, the reference collection must be split. Therefore, criteria for the location of reference materials must also be developed.

4. Pamphlet Collection

Pamphlets tend to be ephemeral in nature. Therefore, Crosby Library does not include them as a part of its permanent holdings. However, since they do provide a source of current information on a variety of subjects, Crosby Library will continue to actively solicit and purchase them. Specific subject areas for inclusion in the pamphlet collection will be defined in a collection policy. Recency dictates frequent weeding, and appropriate criteria will be developed.

5. Rare Books Collection

Crosby Library presently has a considerable collection of rare books. In the past, some definite areas were identified for deliberate inclusion in the rare book collection, including works by and about Belloc, Chesterton, Baring and Woolf, as well as Northwest Americana. Other rare items in the collection include theological works, Chevigny materials and O'Sullivan papers. Items have been either purchased or donated. For the past few years, the collection has remained static. A decision must be made as to whether or not this

collection should be expanded, and, if so, in what areas expansion should take place. With or without expansion, a comprehensive special collections policy must be developed. This policy should delineate criteria for inclusion and requirements for preservation and conservation. Decisions in this area are largely contingent on budget, since rare books and their care tend to be expensive.

6. Hopkins Collection

Gonzaga University is well-known both in this country and abroad for its collection of material by and related to the Jesuit poet, Gerard Manley Hopkins, a major Victorian writer. A written collection policy, including a statement of goals and objectives, will certainly be included in Crosby Library's total collection policy when it is completed. It is expected that past practices will be formalized and the collection will continue to expand. Both provision of Hopkins material for contemporary research and preservation for future scholarship will be the prime considerations.

7. Crosbyana Collection

We presently have a large collection of Crosby materials, including records, books, ephemera, realia, etc. A collection policy is desperately needed, particularly in view of the recent death of Bing Crosby. The Crosby Library staff strongly suggests that the University administration make a decision as to the future of this collection. We recommend that Crosby materials be actively solicited and that the collection be developed into the center for Crosby research.

8. Leisure Reading Collection

The need for a collection of popular, extra-curricular materials for use by the Gonzaga community has been identified. A written policy will be formulated. The policy should include consideration of such factors as subject matter, formats, and purchase/rental programs.

9. Local Documents Collection

Although the question of depository status is not applicable to local (i.e. Spokane municipal and Spokane county) documents, a policy will be stated defining the types of documents which should be included in Crosby Library's collection.

COOPERATIVE COLLECTIONS ACTIVITY:

1. Instructional and Administrative Programs

There are a number of departmental and administrative programs currently operating which require library support. Unfortunately, there has been little cooperation between the library staff and the program directors. Consequently, there is both duplication and lack of library resources available to conduct the programs effectively. The Library staff should be a part of planning for existing and future programs.

University extension programs, such as those developed by the School of Education, have been initiated in the past without consideration of the Library's ability to support them with resources. The Library has been informed of support requirements only after the programs were underway. This should not happen again. The Library must maintain close ties with the Deans so that the Library is aware of, and involved in, the preliminary planning of such programs. In this way, Library collection policies for particular programs can be initiated concurrently, and the necessary resources can be provided on time.

The Library presently has a core collection of materials on careers and graduate schools, with the notable exception of college catalogs, which are currently located in the Counseling Center. A cooperative policy should be developed for the collection of resources to insure comprehensiveness and recency.

The Library is in the unique position of having the expertise necessary to acquire (and organize) the materials efficiently. The policy should address location and possible duplication of materials.

2. University Archives

Crosby Library presently houses the archives of the Oregon Province of the Society of Jesus. It also stores approximately sixty boxes of incomplete holdings of University archival materials. However, Crosby Library is not, cannot be, and should not be the University Archives. The Library staff recommends that the University administration develop a policy for the acquisition, handling, and preservation of Gonzaga University's archival materials. Modern archival practice suggests that the institutional archives be established under the direct purview of the chief executive officer. The Library staff further recommends that the University's archival policy be written jointly with the Oregon Province, to eliminate duplication, while insuring comprehensiveness. Crosby Library will, however, continue to collect specific University publications for inclusion in its collection.

3. Jesuit Libraries

Crosby Library is presently participating in a cooperative acquisition program with the Saint Michael's Institute Library but a specific policy has not been written. Such a policy should address the boundaries and overlapping areas of each collection.

There is also an informal cooperative collecting policy between Crosby Library and the Scholasticate Library. The Scholasticate Library presently selects books for inclusion in both collections, and tries on a title-by-title basis to maintain a balance between the two. However, a definite written policy should be developed in the future, clearly defining the roles of each library.

4. Jesuit Archives

Crosby Library is making every effort to cooperate with the Oregon Province Archives in acquisition of materials. However, a formal statement defining boundaries of the two collections should be written.

COLLECTION ORGANIZATION:

Without adequate access to the collections, the quantity and quality of Crosby Library's holdings may be lost to its users. Therefore, Crosby Library subscribes to nationally approved standards of bibliographic organization (i.e., Library of Congress (LC) classification, and the Anglo-American Cataloging Rules [latest edition]). Because of this, the Library has many opportunities for cooperative development of its public catalog. The library purchases, whenever possible, standard card sets for its new acquisitions and reclassified materials. Since January, 1977 this has been done through Blackwell North America's (BNA) Technical Services Division. Both reclassified materials and new acquisitions are processed in a much shorter period of time than was the case when cards were ordered direct from the Library of Congress. An added benefit is the production of uniform records which enhance Crosby Library's participation in the national Interlibrary Loan (ILL) agreement.

The use of BNA services is viewed as an interim step in improving Crosby Library's technical processing. Within the next three years Crosby Library may increase efficiency even further by expanding its participation in the Washington Library Network (WLN). Crosby Library presently is a "basic" member of the network. Basic membership is based on telecommunications (SCAN), ILL and reference/referral. However, the technical services aspects of the network (i.e., the acquisitions, bibliographic and serials subsystems) are automated. Contracting for these additional services would further improve and enhance technical services. The costs and benefits of upgrading membership are presently being explored.

Crosby Library, as a matter of policy, identifies all its holdings in its LC public catalog by author, title, and subject. This system provides maximum access to the collection for the greatest number of users. One exception is the pamphlet collection. Due to their ephemeral nature, pamphlets are simply arranged by subject in file cabinets. Further subject access is provided by informational subject cards in the public catalog.

Besides indexing Crosby Library housed materials, the public card catalog is in some sense a "union" catalog, bringing together some other resources located both off and on the University campus that may be useful to the patrons of Crosby Library. Full sets of catalog cards for materials in the Hughes Library, the Saint Michael's Institute Library and the Northwest Association of Private Colleges and Universities (NAPCU) Microforms Center are filed in the public catalog. Law Library materials can be accessed by title in a separate file near the public catalog. These are the first steps in providing Crosby Library patrons with a union catalog of all materials either owned by the University (Crosby Library has joint ownership of NAPCU materials) or located on the University campus. We foresee continued effort in the development of the card catalog as a union catalog. However, in considering principal membership in WLN, the viability of continuing a manually-produced card catalog must be considered along with the possibility of its replacement by a microfiche catalog and/or inquiry terminal. Whatever format the public catalog may take, concurrent access by users will continue to be a primary consideration.

The public catalog, although the master index to the Library's holdings, is far from being the only library file. Proper organization of library materials dictates the need for supporting files, such as the shelf list file, periodical records, authority files, order records, and withdrawn file. Crosby Library is presently refining existing files. The subject authority file has not yet been established. It is projected that this will be completed in the next six years. Although these files are located in the technical processing offices, they are available for public use.

At present there are several library collections whose systems of organization vary and whose accessibility is thereby variously limited. These collections include Hopkins, Crosbyana, Dewey, periodicals, state and federal documents, and non-book materials. The organization of these materials needs to be brought into line with the Library's organization policy.

1. Hopkins

The organization of the Hopkins Collection is informal and is based on the needs and use patterns determined by the Curator in response to research demands and according to the nature of the materials. Primary access to material has been through the published bibliography of the Collection's contents, Hopkins Collected at Gonzaga, by Ruth Seelhammer. (Chicago: Loyola University Press, 1970.) The bibliography has been maintained in card form as new items are added and it is available for research purposes. A second volume is planned for publication in 1980. Efforts are also being made, on a time-available basis, to catalog and classify the Collection to provide further and more traditional access through the LC public catalog.

2. Crosbyana

The Crosbyana collection is in a state of disorganization. For Crosby Library, the repository of Bing Crosby's memorabilia, to continue this pattern would be unfortunate. Steps must be taken within the next year to remedy the situation.

3. Dewey

The Dewey catalog is without subject access. We seek to correct this problem by reclassifying the materials into LC as quickly as possible. However, due to constraints on available staff time and priority given to new materials, we must forecast at least another seven years for the completion of the reclassification project.

4. Periodicals

Periodicals are indexed by title and subject in computer-produced holdings lists. These are generated from the Spokane area's Combined List of Periodicals published by the Council of Spokane Area Libraries at Eastern

Washington University. Therefore, periodicals are not accessible through the public catalog and are not classified. Serious consideration will be given to the cataloging and classifying of the journal collection within the next six years.

5. Documents

The organization of government documents is by issuing department, with federal and state documents being shelved separately. There is presently no access to these materials through the public catalog with the exception of the few which are added to the book collection. When a formal collection policy is established, we anticipate that cataloging and classification procedures will also be developed, so that all documents can be entered into the catalog.

6. Non-book Materials

Non-book materials likewise have no uniform organization policy at present, but as more and more are added to Crosby Library's holdings, with or without an overall collection policy, standardized procedures for cataloging and classifying them must be developed. To this end we expect to formalize the procedures for handling records within the next year. A policy on cataloging microforms and maps should be completed within the next two years. Similar procedures for handling other types of non-book materials such as films, audio-tapes, filmstrips, slides, realia, prints, etc., will be developed within the next three years.

COLLECTION LOCATION:

Patrons have direct access to most of the Library's resources, excepting rare books, the Hopkins Collection, and some back files of periodicals which are in locked storage due to lack of shelf space in the open stacks. On the whole, however, the patron is able to browse the reference and circulating/non-circulating collections by subject, according to LC or Dewey classification systems. The major exception to this is the periodicals collection, which is shelved in title order.

The present shelving order of the total collection is not the best. Notably, the reference collection is split between the Reference Room and the adjacent Reference stack area. This is an undesirable situation, but necessary with the present facility. With regard to the downstairs stacks, plans are being made for several major shifts over the next few years. These shifts will organize the materials in a more logical progression. The shift will result in easier access for the patrons.

HUGHES BRANCH LIBRARY:

The Hughes Branch is Crosby Library's only true branch library, in that Crosby Library does control the development and organization of the collection. Housed in the Hughes building, the library consists of selected chemistry and biology materials. Since Crosby Library must maintain a core of basic scientific materials within its own building for the use of all patrons, the biology and chemistry resources are split, with resulting problems in duplication and access.

There is no written policy to determine which biology and chemistry resources are to be housed in Crosby Library and/or Hughes Branch. At present, decisions are made on a title-by-title basis. If Hughes is to be maintained separately, even as an interim measure, there is need for such a written policy. We expect that a policy will be developed within the next year.

As long as Hughes is maintained as a separate facility, there should be some duplication because of patron needs. However, duplication is a very expensive practice. The costs of scientific materials, perhaps more than other types, are increasing very rapidly. Meanwhile our total materials budget remains approximately the same. Therefore, we cannot continue to duplicate indefinitely. If we cease to duplicate, we will further hamper patron access to needed materials.

The Hughes Branch collection now comprises 12,450 volumes. Since this

collection is only a part of Crosby Library's total resources in biology and chemistry, and location is arbitrary, we have not attempted to analyze the collection separately for quantity or quality. The collection is included in the previously discussed analysis of total holdings in the sciences.

The organization of the Hughes Branch follows the general policies for Crosby Library's collections. However, duplication of records (i.e., the shelf list, public catalog and periodical records) is required for patron access in the facility itself. This duplication is costly in terms of both manpower and supplies. If Hughes Branch is to be maintained permanently as a separate facility, continued duplication of records in the Hughes Branch should be reconsidered or budget expanded to cover the added costs.

LIBRARY SERVICES

Crosby Library's services, as noted in our own Self-Study and in the report of the accrediting team of the Northwest Association of Schools and Colleges, have been and still are admittedly weak in several areas. In fact, the Library has never had a comprehensive service program. This is a state which all the members of the Library staff wish to remedy within the next six years.

As an overall goal, the Library will draft and implement a comprehensive service-oriented policy which will address the needs of both faculty and students. Implementation of the goals to be discussed below will automatically assume that measurement of the effectiveness of this policy will be possible. The major components of the Library's "service-oriented" policy shall include: a) maximum possible support of the students' classroom needs; b) a close examination of faculty research needs and ways of meeting them; c) the establishment of policies and procedures which will accurately reflect user needs (e.g. hours, loan policies); d) the development of an active program of library instruction.

As a secondary goal, the Library must work to increase the utilization of library resources and services. Although specific documentation is not available, the general observation by both Library staff members and outside evaluators is that Crosby Library is under-utilized. It is apparent that the majority of students who enter the Library use it principally as a study hall or, at best, for completing reserve assignments.

The Library plans to encourage student use of the Library in every way possible: improving its collections and services, helping the students develop skills in library use and promoting access to the materials. Such a goal will also require close cooperation with the faculty, who provide the major stimulus for library use, to explore means of classroom-library involvement.

1. Relationship with Academic Programs

The Library has not formally articulated a policy which outlines its relationship to the faculty and to the University's academic programs. Such a policy should be developed during the next six years. The major components of this policy are:

a. An intimate familiarity with the six-year plans developed by the University's schools and departments and with the curriculum as outlined in the University catalog. A written service policy will be developed with the cooperation of individual departments and schools within three years.

b. Representation on University-wide committees. Under the aegis of the Library Director, liaison with the University administration will be established with a view to better committee representation by members of the Library Faculty so that future service trends may be anticipated (e.g., adoption of new academic programs, changes in curriculum). Substantial progress toward this goal should be achieved within three years.

c. Orientation of new faculty to Library services and programs. Expansion of this program is also considered to be essential and should begin in 1978-79 in conjunction with the University's new faculty orientation program.

d. Increased faculty-library liaison by person-to-person and library-department contact and by the use of surveys to measure faculty opinion. Beginning at the departmental level, meetings between Library faculty and department heads should be held to assess departmental service needs. After these preliminary meetings, person-to-person interviews and surveys will be the primary tools used to maintain Library awareness of departmental needs. This component is considered to be very desirable and should be implemented within three to six years depending upon increased public services staffing.

e. Continuing education sessions with teaching faculty on instructional methodology and library research. This component is considered to be desirable and attainable near the end of the six-year period depending on the success of the previously discussed faculty-liaison programs.

2. Library Instructional Programs

At present, Crosby Library's instructional programs are limited to optional orientation tours and to limited bibliographic instruction in course-related English department offerings, the latter dependent on the interest of the individual instructor. The Library Faculty strongly feels that a major part of a successful college library public service program, indeed an important part of a true liberal arts education, should be the provision for instruction in the use of libraries and their resources.

It is increasingly recognized in the academic world that the knowledge and skills which enable an educated person to find information are becoming more important than knowing the information itself. This concept should guide the development of a broad program of library and bibliographic instruction including the following elements:

a) The provision of expanded orientation tours to ensure that a large proportion of incoming students (and returning students, for that matter) are familiar with the Library facilities, services, and policies. Plans and schedules will be developed in consultation with members of the faculty and administration responsible for freshman orientation.

b) The publication of an attractive and informational "library guide" which outlines the Library's services and policies. This library guide should complement the orientation tour expansion program. Present instructional publications include the Library Orientation Workbook and the General Manual for Student Employees. Additional publications should include more specific instructional items, e.g., instructions on using the card catalog, abstracts and indexes, or other categories of resources; published bibliographies; and additional exercises for developing library skills.

c) Presentation of a program of library skills instruction for the lower division undergraduate (i.e., freshmen and sophomores) which will be divided into two phases: an expansion of the present English Department course-related offering, which should lead, as soon as practicable to a credit

course in library skills and bibliographic research, to be included in the core curriculum.

d) Development of a program of library skills instruction for the upper-division undergraduate (i.e., juniors and seniors) which will be divided into two phases. First, the preparation of specialized bibliographic guides geared to the student's major discipline with limited instruction by a Librarian in cooperation with major department and/or school course offerings, and with limited "hands-on" experience for the students. This will eventually develop into a basic upper-division course, for credit, which is subject bibliography and research methodology oriented and which is divided into three main areas of concentration: sciences, social sciences, and humanities. This aspect of Crosby Library's instructional program should be operational at the end of six years.

e) A series of workshops, seminars or lectures should be offered, perhaps on a regular basis, narrowly focused on subjects related to the Library that would be of special or immediate interest to students and/or faculty.

f) A comprehensive directional and informational sign program will expedite user access to library materials and services. This part of the Library instructional program is essential, given the difficulties of using the present facility, and should be completed within two years. Obviously, additional staffing will be required to develop and carry forth these plans.

3. Traditional Reference Services

The conventional aspect of reference work--answering questions, assisting in locating information and delivery of information--shall be considered of highest priority.

Inadequate staffing of the Reference Department has limited the Library's ability to supply this basic service on a full-time basis. During the last few years it has been increased measurably by the addition of a part-time faculty reference position and with coverage by other members of the professional

staff on a rotation basis, but coverage is still incomplete. It is essential that public services staffing be expanded to provide adequate services during all hours that the Library is open.

The Reference Department has adopted the general policy of instructing students to do their own literature searches as an essential part of their college education. For administrators and faculty, the reference staff has delivered information in the form of staff research. The staff has also provided information to non-campus users, usually via telephone. These general priorities shall continue: the service to students being actively promoted, the service to administration and faculty given as requested, and the service to the community supplied as staff time permits. In the future, the reference staff will explore the feasibility of expanding conventional reference service through automated bibliographic searching, using such data bases as Dialog and Lockheed.

Reference statistics recorded in the past have been inadequate. They were purely quantitative, and were not maintained or reported systematically. Current statistics are being recorded systematically, and future statistics will conform to guidelines suggested by the American Library Association's Committee on Statistics for Reference Service. Statistical studies will help to assess how much reference activity is being performed, but some means of collecting additional data as a basis for a qualitative evaluation of performance is needed.

Revision of quantitative reporting will be accomplished within the current year. The exploration of methods of qualitative assessment will be an on-going project throughout the next six years. The reference department will develop a policy and procedure manual within the next three years which will provide operational guidelines for the reference staff.

4. Circulation Services

The organizational structure of the Library places supervision of the circulation services under the Reference Department. One disadvantage of

this arrangement is that it overextends the responsibilities of the Reference Librarian and deprives the Circulation Department of the close supervision and development that is needed.

Inadequate staffing presents a serious handicap to the Circulation Department. Presently it is staffed by one full-time library clerk and student assistants on weekdays. It is staffed solely by students during evening and weekend hours. The need for additional staff is absolutely essential. Full-time clerical assistants with adequate supervision should be available to provide circulation services during all hours of operation.

The public services staff will undertake a series of studies and surveys to provide the basis for evaluating and revising present circulation policies and procedures. These studies and resultant changes in policy will be implemented within the next three years. The following areas will be studied:

a) Circulation and fine policies:

Present policies have evolved from custom rather than by actual design. The loan periods are arbitrary and probably unrelated to actual needs. The fine system is largely unenforceable and seems to fail, for the most part, in performing any regulatory function. A study of user needs and use patterns should lead to the development of purposeful policies regarding loan periods, reasonable extensions of privileges for graduate students and faculty, and consistent practices regarding loans to off-campus borrowers that will not jeopardize student access to materials.

Crosby Library has been engaged for several years in a reciprocal loan agreement with Spokane area colleges that permits students to borrow from any of the college libraries in Spokane County. The present agreement is informal and makes no provision for retrieval of unreturned materials or payment of fines. A formal agreement that will be observed by all the participating libraries is needed and should be negotiated within the next year.

The application of additional sanctions to enforce payment of fines and retrieve overdue materials will be explored. These sanctions will require the cooperation of other University departments, especially the Registrar's and Treasurer's offices.

Policies regarding types of materials to be loaned have been largely proprietary or protective in the past, and these attitudes still influence loan policy. Questions which should be re-examined include the circulation of presently restricted materials such as periodicals and other special materials.

b) Circulation statistics:

Minimal statistics have been kept in the past, but they have not been maintained in usable form for study and evaluation. Future reports will be based upon the Library's requirements for information. Statistics will be of two types: on-going (for long-range comparisons and management information) and special (for time-limited projects). Information about library use may also contribute to evaluating the relative strengths and weaknesses of the book collection and its ability to support the curriculum of the University.

c) Automated circulation systems:

A study will be made to assess the feasibility and cost-effectiveness of automated circulation systems within the next six years.

d) Security system:

Prior to the installation of a manual security system in the summer of 1977, the Library had never operated a uniform check of materials leaving the building. Preliminary studies are being made to determine loss rates. Further studies will be made to evaluate the effectiveness of the current manual system. Furthermore, the feasibility of an electronic system will be considered within the next four years.

e) Reserve books:

The Library has begun to evaluate its reserve room operations by surveying faculty opinion and revising some of its procedures. Future projects that must be completed include: securing maximum cooperation from the faculty in giving the Library proper and timely notification of reserve book requests, informing the faculty of new copyright restrictions on photocopied reserve materials that will go into effect January 1, 1978, and encouraging the faculty to use the reserve shelves for necessary supplements to classroom instruction, but not as a substitute for independent research.

5. Other Public Service Issues

a) Non-book materials

Access to and use of non-book materials should be improved over the next six years. The public services staff must provide adequate finding tools for the non-book materials, many of which remain uncataloged. The staff must also provide instruction in the use of these materials in order to overcome reader resistance to unfamiliar forms and to encourage their use. Some of the microform equipment should be replaced. Additional equipment and cabinets for storage will be needed as holdings and use grow.

With the exception of the music room and two listening booths which are inadequately equipped, Crosby Library has no provision for the use of other types of non-book materials. A comprehensive policy will be developed, based upon an assessment of faculty and classroom requirements, that will promote maximum use of existing facilities and materials. Such a policy should consider the possibility of loaning equipment, access and use policies, and procedures. The policy should be developed and appropriate budgeting allocated within the next three years.

b) Documents

The public services department is presently responsible for a small collection of uncataloged Washington State and United States documents. The staff must develop appropriate tools and procedures to make these materials more accessible and provide instruction in their use. In the event that Crosby Library should decide to seek selective depository status, advance projections of public services staff, space, and equipment requirements must be made. At the present time, the staff must refer users to the documents depository libraries in the area for most of their documents needs, which sometimes tends to discourage use. Improved access and delivery could well increase student use of these materials.

c) Storage

The present overcrowded conditions in the Library have an adverse effect on services. Adequate storage space should be identified during the current

year, and a budget allocation for shelving and other requirements made for the 1978-79 fiscal year. However, the use of a storage facility is not the most desirable arrangement for the user and should be considered a temporary expedient. It should not substitute for needed building expansion. The public services staff will develop criteria for designating items for storage as well as policies and procedures for the retrieval and loan of storage materials.

d) Photocopying

The Library will continue to supply photocopy service to its users and, if necessary, expand the number of machines available. As part of its informational responsibility and its obligation to comply with federal copyright law, Crosby Library is developing photocopy guidelines based on the new 1978 copyright law that it will publicize to its users. Policies and procedures relative to the reserve book system and interlibrary loans must also be developed to insure the Library's compliance with copyright regulations. This project must be completed within the current (fall 1977) semester.

e) Library hours

Library hours have been determined in the past by the University administration in response to student demands and sometimes without consideration of actual use patterns or the availability of Library staffing. Crosby Library is presently open 97¼ hours a week--more than any other library in the Spokane area. At the same time, it has less public services staff to support its program than any other comparable college in the Northwest. A comparison of Crosby Library's schedule and staff with equivalent institutions appears in Figures 19 and 20. If these present hours are to be continued, additional staffing, both professional and clerical, is required.

Future decisions must be based upon adequate data, e.g., surveys of actual student requirements and library use patterns, as well as an assessment of the Library's ability to staff the number of hours open with professional and clerical employees. A balance must be attained between these two sometimes opposing, but not necessarily antithetical, factors.

Figure 19

Comparative Library Statistics

Gonzaga University and Area Colleges

Hours of Operation During the Acacemic Year

October 1977

	Monday-Thursday	Friday	Saturday	Sunday	Total Hours Open Per Week
Gonzaga University Spokane, Washington	7:45 a.m. to 11:30 p.m.	7:45 a.m. to 9:00 p.m.	9:00 a.m. to 6:00 p.m.	11:00 a.m. to 11:00 p.m.	97.25
Eastern Washington State University Cheney, Washington	8:00 a.m. to 10:00 p.m.	8:00 a.m. to 5:00 p.m.	10:00 a.m. to 6:00 p.m.	2:00 p.m. to 10:00 p.m.	81
Spokane Community College Spokane, Washington	7:30 a.m. to 4:30 p.m., 5:30 p.m. to 9:30 p.m.	7:30 a.m. to 4:30 p.m.	Closed	Closed	61
Spokane Falls Community College Spokane, Washington	7:30 a.m. to 10:00 p.m.	7:30 a.m. to 4:00 p.m.	8:00 a.m. to 1:00 p.m.	1:00 p.m. to 5:00 p.m.	75.5
Washington State University Pullman, Washington	8:00 a.m. to 11:00 p.m.	8:00 a.m. to 11:00 p.m.	9:00 a.m. to 11:00 p.m.	1:00 p.m. to 11:00 p.m.	99
Whitworth College Spokane, Washington	8:00 a.m. to 11:00 p.m.	8:00 a.m. to 5:00 p.m.	9:30 a.m. to 5:30 p.m.	1:00 p.m. to 11:00 p.m.	87

Comparative Library Statistics
Gonzaga University and Northwest Colleges
October 1977

	No. of[1] Students	Materials[2] Budget	Hours Open[3] Per Week	Public Services Staff[3] Professional	Clerical	Staff Total
Gonzaga University Spokane, Washington	3,286	$ 79,931	97.25	1.75	2	3.75
Pacific Lutheran University Tacoma, Washington	3,377	126,190	109.5	3	10.2	13.2
Seattle Pacific University Seattle, Washington	2,249	62,877	83.5	6	1	7
University of Puget Sound Tacoma, Washington	4,552	123,315	101.5	3	5	8
Walla Walla College College Place, Washington	1,986	75,953	65.5	2	2.25	4.25
Whitworth College Spokane, Washington	1,800	61,200	87	2	2.5	4.5
Willamette University Salem, Oregon	1,724	79,801	86	2	2	4
Lewis and Clark College Portland, Oregon	2,333	113,973	95.25	4	3	7
University of Portland Portland, Oregon	2,147	64,363	87.5	2	3.5	5.5

[1]Statistics for Gonzaga University come from its pamphlet, 1977 Facts and Figures; for the other colleges, statistics from The College Blue Book; 15th ed.--U.S. Colleges: Tabular Data (1975)

[2]Statistics for Gonzaga University come from the Crosby Library Annual Report, 1976-1977; for Whitworth College and Pacific Lutheran University, statistics were obtained directly; for the other colleges, statistics come from the American Library Directory, 30th ed., 1976-77. "Materials budget" includes allocations for books, periodicals, binding, microforms, audiovisual materials (n.b., latter two items are in some cases subsumed in the book budget line).

[3]Information obtained directly from libraries.

f) Hughes Library

Services to the Hughes Branch Library should be upgraded significantly. Included in this process must be staffing for all hours that the Library is open, adequate security measures to cut down the extremely high loss rate (estimated at 4% over a two-year period, or $4,023 worth of books), a manageable circulation system, adequate supervision, and some minimal reference services. Partial staffing with student employees in cooperation with the Chemistry Department has been arranged for the 1977-78 school year. This coverage needs to be expanded.

Reference service has never been available for the Hughes Branch Library. Some means of providing at least occasional or part-time reference service should be explored, possibly in cooperation with the science faculty.

6. Cooperative Services

a) Interlibrary loans

Crosby Library has been active in interlibrary loan efforts in the past. Library holdings are listed in the Pacific Northwest Bibliographic Center (PNBC) Union Catalog in Seattle and in the National Union Catalog Pre-1956 Imprints. The Library will continue supplying records of its holdings to PNBC in accordance with its policy of sharing resources among other area libraries. To date, Crosby Library is a net lender (loaning more items than it borrows). This policy of resource sharing will be continued or possibly expanded if the Library becomes a principal member of the Washington Library Network.

The Library also subscribes to the National Interlibrary Loan Code 1968, with the exception that it extends the service to undergraduate students, as is customary with many colleges. Crosby Library will develop a formal interlibrary loan policy statement that is publicized to students as well as an updated procedure manual. Important elements of this statement should include the types of materials the Library will loan or borrow, the extent of library responsibility to purchase rather than borrow items, and the responsibility for payment of interlibrary loan costs.

b) Council of Spokane Area Libraries

In addition to a reciprocal loan policy developed by the Council of Spokane Area Libraries, Crosby Library has also entered a cooperative courier service arrangement. This service expedites the transfer of materials between area libraries through daily delivery. Federal Library Services and Construction Act grant funds, administered by the Washington State Library, are underwriting the initial cost of this operation. The cooperating libraries will be required to pay the recurring costs if the service proves to be successful and continuation after 1978 is desired. An allocation in the 1978-79 Crosby Library budget may be required.

c) Washington Library Network

Crosby Library is now a basic member of the Washington Library Network (WLN), which commits the Library to the interlibrary loan and the reference and referral components of the network. Network membership will probably not change the Library's basic stance on resource and information sharing, but it does define a specific group within which sharing can and should be expedited.

If the Library becomes a principal member of WLN, utilizing its automated systems, the effect on interlibrary loans and reference and referral services could be significant. Libraries will be able to obtain direct information about the holdings of other libraries and to process requests directly rather than through PNBC in Seattle. The overall effect will probably be one of increased activity, of both borrowed and loaned items.

d) Northwest Association of Private Colleges and Universities

The Library has cooperated in the joint efforts of the Northwest Association of Private Colleges and Universities (NAPCU) to secure grant funding for the microform center housed at Lewis and Clark College in Portland, Oregon. Cooperating libraries have the privilege of borrowing any of these materials. Crosby Library is committed to continuing participation in this organization, including expansion of the microform center, support of its cassette-tape service and possible development of a central storage facility.

e) Gonzaga University Law Library

Crosby Library should develop a joint service policy with the Gonzaga Law Library that will specify each library's responsibility to the other regarding use of facilities, loans of materials, reference services and interlibrary loans.

f) Education Libraries

The Library is committed to the principal that all campus information resources would be best administered by the University Library. However, until this goal can be realized, cooperation with the School of Education Libraries is necessary. Past efforts have brought about some intermittent sharing of periodical holdings and exchange of general information. The public services staff should develop a file of current information about the Learning Center and the Reading Center for the purpose of referring users to their resources. Definitions of each library's objectives and areas of responsibility are needed to avoid unnecessary duplication and to insure that each complements, rather than competes with, the other.

g) Career Counseling

Crosby Library should define its responsibility for providing services related to career counseling; this effort should be planned in cooperation with the Counseling Center of the University. Important considerations will include the types of reference tools, needed complementary services to be provided by each entity, and referral processes. These policies should be determined within two years.

h) Saint Michael's Institute Library (SMIL)

The Saint Michael's Institute Library is housed in Crosby Library. Further, as a joint acquisitions policy is developed and the cooperative cataloging project nears completion, SMIL is becoming a de facto part of the total University library system. The public services staff must field questions arising from the public catalog, since SMIL's cards are interfiled with those of Crosby Library. However, the library schedules do not coincide since SMIL is open

drastically fewer hours. A joint policy should be developed which considers the hours open and services to be performed.

1) Scholasticate Library

The Scholasticate Library presents Crosby Library reference service personnel with an unusual problem. The Scholasticate Library contains many unique resources which enhance Crosby's collection. As a joint acquisitions policy is developed which should result in fewer duplicate titles, there must be better access to the collection and its catalog. Since the facility is open far fewer hours than is Crosby Library, student use of these materials and facilities is restricted. A cooperative policy should be developed regarding the hours of operation and the services to be performed. Establishing a joint policy with the Scholasticate Library is perhaps more crucial than is the case with the Saint Michael's Institute Library since students have no access whatsoever to the former's holdings when the doors are locked.

LIBRARY FACILITIES

The report of the Evaluation Committee of the Northwest Association of Schools and Colleges (April 1976) comments as follows:

> Above all possible suggestions for improvement in library services--indeed for improvements in all media services--is a basic one . . . a new, modern adequately equipped and attractively furnished building which would house and make available in one central place a very high percentage of the university's educational materials . . . .

The report goes on to note that the urgency of the need is widely recognized throughout the University, but budget constraints have precluded any expansion of library facilities.

The need for expansion and renovation of library facilities increases in its urgency with each passing year. Previous sections of this report have identified the need for major additions to the Library's collections, and significant improvement in the quality and quantity of its services. These, in turn, will create the need for substantial growth of its professional and clerical staff. The achievement of these goals is irretrievably linked to the expansion and improvement of library facilities. Without the new facilities demanded by the Evaluation Committee report, Crosby Library will have no place to put new books or staff members, and no way to upgrade its services to the levels necessary to meet the needs of the University.

This section of the Library's six-year plan cannot and should not substitute for a detailed analysis of building requirements. Such an analysis should consider not only the immediate and anticipated needs of the Library, but the instructional and classroom needs of the University as well. Facilities planning should not be the exclusive prerogative of the Library staff. A select University committee should be appointed by the President without delay to review existing architectural plans, examine present and

future needs, and prepare detailed recommendations for the size, type, and location of expanded library facilities. These recommendations should form the basis for the construction of new facilities and renovation of the present structure within the next six years.

It is appropriate for this report to identify the urgency of the situation and the scope of the building program required. Furthermore, temporary measures which may be taken to improve conditions while awaiting the completion of new facilities should be specified.

Standards for space requirements of academic libraries have been established by the Association of College and Research Libraries. A comparison of Crosby Library's present building with the national standard indicates that current facilities are too small.

Figure 21

Library Space Requirements

Crosby Library--Gonzaga University

November 1977

Category	ACRL Recommended	Crosby Library
Reader Space--one seat for each four FTE students (2380) @ 25 sq. ft. per seat	595 seats 14,875 sq. ft.	325 seats 8,663 sq.ft.
Book Space--.10 sq.ft. per volume for the first 100,000 volumes, .09 sq. ft. per volume thereafter (199,511 volumes)	19,457 sq. ft.	13,618 sq.ft.
Administrative Space--25% of reader space plus book space	8,583 sq.ft.	5,221 sq.ft.
Total	42,915 sq.ft.	27,502 sq.ft.

Library space presently available within the Crosby Library building is about two-thirds of that recommended by the national standards. It may be noted that not all of the existing space within the building is utilized by Crosby Library. The building also houses the Saint Michael's Institute Library, the Scholasticate Library, and the Archives of the Oregon Province of the Society of Jesus. It has been fashionable in some quarters to regard the removal of the two Jesuit libraries and the Archives as a solution to Crosby Library's space problems. The value of these collections to the Library and to the University argues strongly against their removal. Furthermore, the amount of space in the building devoted to these and all other "non-library" uses is too small to have any significant impact upon total space needs.

Figure 22

Non-library Space Allocations

Crosby Library--Gonzaga University

November 1977

Activity	Space Used
Scholasticate Library	3,226 sq. ft.
Saint Michael's Institute Library	974 sq. ft.
Provincial Archives	768 sq. ft.
Crosbyana Room	974 sq. ft.
Total	5,942 sq. ft.

The conversion of nearly 6,000 sq. ft. to library use would still leave a deficit of nearly 10,000 square feet to be overcome before national standards could be met.

Previous sections of this six-year plan have set forth ambitious goals for improving library collections and services. Future building plans should provide space for approximately 350,000 volumes, enough to correct all of

the shortcomings noted earlier plus space for future growth, as well as including adequate space for readers and administrative needs.

Figure 23

Anticipated 1984 Space Requirements

Crosby Library--Gonzaga University

November 1977

ACRL Standard	Library Space Required
Reader Space--one seat for each four FTE students (2380) @ 25 sq.ft. per seat	595 seats 14,875 sq.ft.
Book Space--.10 sq.ft. per volume for the first 100,000 volumes, .09 sq.ft. per volume thereafter (350,000)	32,500 sq.ft.
Administrative Space--25% of reader space plus book space	11,843 sq.ft.
Total Space Required	59,218 sq.ft.

The total available area of the present library building is 33,464 square feet. Allocation of 5,942 square feet to non-library use leaves a remainder of 27,522 square feet to be applied to total library space requirements. The improvement of library facilities to the level demanded by national standards will require the construction of an addition to the Library of about 32,000 square feet, in effect doubling the size of the present building.

The need for expansion of library facilities is extremely urgent. The lack of adequate reading space in the Library imposes a continuing hardship upon students and faculty. Since a significant portion of the available seating is located in the Scholasticate and Saint Michael's Institute Libraries, the problem is worse during evening and weekend hours. As an interim measure, arrangements should be made immediately to open the two Jesuit Libraries

during evening and weekend hours for student study use. The presence of a security checkpoint in the Library lobby should make this increased access possible without undue risk.

Another factor contributing to the urgency of the Library's space problems is even minimum projected growth of the book collection. A review of the available shelving space within the Library reveals that current space will be exhausted sometime during 1978-79.

Figure 24

Book Shelving Analysis

Crosby Library--Gonzaga University

November 1977

Total Shelving Capacity		21,197 linear feet
LESS: Shelving in Use		(19,065)
Total Available Shelving		2,132 linear feet
New Book Capacity:		
2,132 ft. x 4 books/ft.	= 8,528 books	
Estimated Acquisitions:		
1977-78	= 4,000 books	
1978-79	= 5,500 books	
Total	= 9,500 books	
Net Deficit	= 972 books	

The same review indicates that installation of additional shelving within Crosby Library could be accomplished only by further reductions in seating capacity which is already too small to meet student needs.

During 1978-79, suitable storage facilities should be prepared elsewhere on campus to accommodate approximately 25,000 volumes of the Library's book collection. Transfer of these lesser used materials, including backfiles of some periodicals and the Dewey Decimal monograph collection, will

create sufficient space within the existing building to accommodate new acquisitions through 1981-82. After that time, either new facilities will be available or additional storage will be needed.

Although it appears to be necessary, off-site storage of library materials represents no real solution to space problems. Expenses for the preparation and service of a storage area will be significant. Moreover, the inconvenience to the library user and library staff will be great.

A third factor complicating the Library's space problems is anticipated growth of its special collections. The addition of a large amount of Crosbyana material to the Library's collection within the next few years is likely. Other special collections, including the Hopkins Collection and the Rare Book Collection, will become increasingly important as the Library seeks to develop private financial support in the years ahead. Current facilities for the Crosbyana and other special collections are wholly inadequate, leaving no room for expansion or development.

The present Library building has served the University well over the past twenty years. The average useful life span for library buildings nationally is something less than ten years. Nonetheless, much of Crosby Library's facilities and equipment are obsolete by modern standards. As new library facilities are constructed, renovation of the present structure must be undertaken as well. Some temporary improvements should be made, including necessary modifications to provide access to handicapped library users. For the most part, however, significant changes in the present building should be deferred until they can be accomplished as part of the complete renovation. This will permit better space planning and utilization as well as control costs.

The doubling of present library space and renovation of the existing building within the next six years is an ambitious goal, and one which will

demand the cooperation and dedication of the entire University to bring to completion, Nonetheless, it is a goal which can be achieved, and must be achieved if improvements in library collections and services are to be realized. These improvements are not only desirable, they are essential if the quality of education at Gonzaga University is to be preserved.

THE LIBRARY STAFF

Previous sections of this report have studied the Library's collections, services, and facilities. The report has revealed serious problems which will require remedial action in the six years ahead. Nonetheless, building a professional and support staff of high quality, adequate in number and properly assigned, must be considered the most immediate priority facing Crosby Library. Proper staffing can overcome or at least mitigate the worst effects of deficient collections and inadequate facilities. But library service, the fundamental purpose of the Library at Gonzaga University, depends directly upon the Library staff.

Crosby Library is presently staffed by 4.8 FTE librarians, supported by 8 FTE clerical employees, assigned as follows:

Figure 25
Staff Distribution (FTE)
Crosby Library--Gonzaga University
November 1977

Function	Professional	Clerical	Total
Administration	1.0	1.0	2.0
Public Services	1.3	2.0	3.3
Technical Services	2.5	5.0	7.5
Total	4.8	8.0	12.8

The full-time Library staff is further augmented by approximately 7.5 FTE student employees.

Quantitative standards for the staffing of academic libraries are suggested by the Association of College and Research Libraries. These standards have been widely adopted by accrediting agencies and by budgeting authorities in public higher education as a means to establish minimum staffing requirements. According to these standards, Crosby Library is seriously understaffed for its current operations.

Figure 26

Recommended Professional Staffing

Crosby Library--Gonzaga University

November 1977

ACRL Standard	Recommended Staff
1 for each 500 FTE students or fraction thereof (2,380)	5 librarians
1 for each 100,000 volumes owned or fraction thereof (199,511)	2 librarians
1 for each 5,000 volumes added yearly or fraction thereof	1 librarian
Total	8 librarians

Appropriate levels of clerical staffing to support professional positions are traditionally expressed as a ratio between clerical and professional employees. The nationally recognized standard at present is at minimum 2:1, i.e. at least two clerks for each professional librarian. In larger libraries where professionals perform largely supervisory tasks rather than directly providing library service, ratios on the order of 4:1 are not uncommon.

The staffing of Crosby Library at the minimum level established by nationally recognized standards for present collecting and service levels would require the addition of 3 professional librarians plus the doubling of the present clerical work force. To accommodate greatly expanded collections and improve library services along the lines suggested earlier in this report will require further increases in staffing.

Because each library and its institutional setting is unique, national standards are useful only as general guidelines. An accurate assessment of staffing needs requires an in-depth study of present library operations as well as future plans. The preparation of a six-year library plan has provided a unique opportunity to review and project the future staffing needs of each of Crosby Library's major functional areas.

1. Public Services:

The need for additional professional and clerical staff within the public services area is especially critical. The present staff allocation of 1.3 FTE librarians and 2 FTE clerks is totally inadequate to meet current service needs. The excessive reliance upon student employees in public services negatively affects the quality of services offered, and should not be allowed to substitute for adequate full-time staff.

1.7 FTE additional reference librarians are required immediately to upgrade traditional reference services as well as provide necessary supervision of circulation activities. An expanded program of library instruction and orientation to be initiated within the next three years will dictate the need for yet another professional librarian. The development of media programs and the eventual consolidation of the School of Education libraries with Crosby Library, foreseen within the next six years, will also create the need for a professional media specialist as well.

Expansion of the circulation staff from one to three clerical employees is equally essential. One of these circulation clerks should be assigned to supervise evening and weekend circulation service; the other new position is required to keep pace with current daily routines. The addition of the instructional service librarian and the media specialist to the public service staff should be accompanied by the addition of two clerks to provide necessary support. Projected growth of the documents collection, regardless of future depository status, indicates the future need for a paraprofessional documents clerk.

The projected staffing needs of the public service departments during the next six years are summarized below.

Figure 27

Public Service Staffing

Crosby Library--Gonzaga University

1977 to 1984

Period	Professional Positions	Clerical Positions	Total Positions
Current	1.3	2.0	3.3
1978-79	2.0	4.0	6.0
1979-80	3.0	4.0	7.0
1980-81	3.0	5.0	8.0
1981-82	4.0	5.0	9.0
1982-83	4.0	6.0	10.0
1983-84	5.0	7.0	12.0

Staffing at these projected levels would allow for the necessary improvement of current services as well as expanding services to meet changes in collections and programs.

2. Technical Services:

Dramatic increases in technical service staffing over the next six years should not be required. Although a large increase in the number of volumes added to the collection is forecast for the next six years, the need for increased staffing--especially at the professional level--should be modest. In large part this can be attributed to the development of library technology through automated technical service systems such as the Washington Library Network.

The professional position shared jointly by Crosby Library and St. Michael's Institute must be assigned to Crosby Library as a full-time position upon completion of the cooperative cataloging project in June 1978. This addition of .5 FTE to the professional staff should be adequate to meet the needs for professional employment in technical services throughout the six year period of this report. Additional clerical support will be required, however, to handle the acquisition, cataloging, and processing of increasing amounts of materials in the years ahead. Increasing acquisitions budgets will create the need for a clerk with specific responsibility for the Library's financial records. The need for an additional clerk to assist with serials and binding is also likely. The cataloging staff will also require an increase of three clerical employees.

Figure 28

Technical Service Staffing

Crosby Library--Gonzaga University

1977 to 1984

Period	Professional Positions	Clerical Positions	Total Positions
Current	2.5	5.0	7.5
1978-79	3.0	5.0	8.0
1979-80	3.0	6.0	9.0
1980-81	3.0	6.0	9.0
1981-82	3.0	7.0	10.0
1982-83	3.0	8.0	11.0
1983-84	3.0	10.0	13.0

3. Administrative Services

Growth in administrative staff over the next six years will obviously be related to overall library growth. The projected expansion of collections, services, facilities, and staff will inevitably bring increased managerial problems. The growth of these intramural administrative demands will no doubt be paralleled by a corresponding growth in extramural requirements as well. The Library administration faces the prospect of a major building program with its attendant problems, a critical need to secure grants and other private funding for the Library, and expansion of the representative role through more active participation on University committees and councils. Nonetheless, the addition of professional librarians with purely administrative duties should be avoided. The Library Faculty can, and should, assume greater responsibility for internal operations, but some increase in administrative clerical staff will be required.

A new service area, assigned here to administrative services for lack of a better alternative, should be established within the next six years which will require clerical and professional staffing. A professional Curator of Special Collections, including Crosbyana, Hopkins, Rare Books and Manuscripts, etc., should be added to the staff within three years. A supporting clerk will be required at the same time, and an additional clerk may be required at a later date.

The projected needs for administrative staffing over the next six years are summarized below.

Figure 29

Administrative Service Staffing

Crosby Library--Gonzaga University

1977 to 1984

Period	Professional Positions	Clerical Positions	Total Positions
Current	1.0	1.0	2.0
1978-79	1.0	1.0	2.0
1979-80	1.0	2.0	3.0
1980-81	2.0	3.0	5.0
1981-82	2.0	3.0	5.0
1982-83	2.0	3.0	5.0
1983-84	2.0	4.0	6.0

Overall, the Library forecasts the need to add 5.2 professional librarians and 13.0 library clerks to its staff over the next six years according to the following schedule.

Figure 30

Projected Staffing Increases

Crosby Library--Gonzaga University
November 1977

Period	Admn. Svcs. Prof.	Admn. Svcs. Cler.	Pub. Svcs. Prof.	Pub. Svcs. Cler.	Tech. Svcs. Prof.	Tech. Svcs. Cler.	Total Prof.	Total Cler.
1978-79	0	0	.7	2	.5	0	1.2	2
1979-80	0	1	1	0	0	1	1	2
1980-81	1	1	0	1	0	0	1	2
1981-82	0	0	1	0	0	1	1	1
1982-83	0	0	0	1	0	1	0	2
1983-84	0	1	1	1	0	2	1	4
Total	1	3	3.7	5	.5	5	5.2	13

Perhaps it should be noted that the staffing increases suggested here are, in fact, rather modest. Although enrollments are projected to remain relatively stable throughout the six years ahead, correcting deficiencies in library collections will place total library holdings in excess of 300,000 volumes by 1984. Annual acquisitions on the order of 15,000 volumes would be required to support collection building at this level. Given these program

characteristics, the staffing projections remain well below national minimum standards.

Figure 31

Comparative Staffing Estimates
Crosby Library - Gonzaga University
FY 1983-1984

Professionals	ACRL Standard	Crosby Estimate
1 for each 500 FTE students or fraction thereof (2380)	5	5
1 for each 100,000 volumes or fraction thereof (317,983)	4	3
1 for each 5,000 volumes added yearly or fraction thereof (15,000)	3	2
Clerical Staff		
2 clerical positions to support each professional	24	21
Total Staff	36	31

The discrepancy between staffing levels suggested by national standards and Crosby Library's projections is only partially attributable to the extensive program analysis undertaken as part of this six-year plan. Perhaps more important in determining recommended staffing levels is the Library's affirmation of the principle that the quality of staffing is more important than quantity. Simply put, the Library believes that Gonzaga University would be better served by a smaller staff of extremely high quality than by a larger staff of only average qualifications and ability.

The problems associated with assuring the quality of appointments to the professional and support staff are notably different. Therefore each should be discussed separately.

1. Support Staff

Non-professional library personnel are presently considered to be "clerical" staff by the University, and are in no way differentiated from other office and secretarial workers. Although this work classification is suitable

in some instances, the establishment of a separate paraprofessional employment classification would be more appropriate for other members of the non-professional staff. Crosby Library is, and will continue to be, dependent upon its support staff for the performance of a wide variety of library services and activities. New developments in library technology will increase the complexity of support tasks in the future. The time is not far distant when employees with traditional clerical qualifications will be inadequate to meet many of the Library's personnel needs. Non-professional library technicians will be essential, and the specialized training and skills demanded of these technicians will command higher salaries.

Clerical salary scales throughout the Library are badly in need of upward revision. Entry level salaries are too low to compete effectively, but the problem is especially severe with regard to staff members who have already devoted long years of meritorious service to the Library with only minimal salary improvement. Substantial corrective action must be undertaken in this area within the next six years if the Library is to retain its ability to attract and retain the high quality support staff required to function effectively.

In addition to creation of a paraprofessional work classification with appropriate rewards, and the general upward movement of clerical salaries, consideration should also be given to the establishment of uniform pay scales for equivalent work throughout the University. This kind of standardization would not only improve personnel utilization by identifying tasks, qualifications, and reward, but would facilitate personnel planning and budgeting as well as improving employee morale.

The development of a formal program of staff evaluation is equally essential. Currently, non-professional staff members receive only the most cursory performance review as a part of annual salary recommendations. Within the next three years, Crosby Library will establish procedures for the regular review of all non-professional staff members. Results of these performance appraisals should be useful in discovering training needs as well as identifying candidates for promotion and determining merit salary increases.

2. The Library Faculty

Substantial changes should be made in the terms and conditions of Library faculty appointments. In general, the thrust of University policy toward the Library faculty in the next six years should be aimed toward achieving true equivalence with the academic faculty. Major changes will be needed.

Library faculty salaries at the entry level as well as higher levels are not competitive locally or nationally. Within the University itself, a wide disparity exists between the Library and academic faculty salaries.

Average compensation for lay faculty in all academic ranks at Gonzaga University during FY 1976-77 was reported in the August 1977 AAUP Bulletin as $14,800 for a nine-month contract period. Estimating an average 5% increase in faculty salaries for the current 1977-78 fiscal year, average faculty compensation for all ranks in the current academic year should approximate $15,540 for a nine-month contract period. Library faculty compensation for the current academic year averages $13,772 for a twelve-month contract period. This, converted to a nine-month basis for comparison with academic faculty salaries, yields an average salary of $10,329.

Elimination of this glaring disparity between Library and other faculty compensation should be an immediate priority. A useful first step would be to recognize present annual salary levels as appropriate for the nine-month academic year. Supplementary contracts should be issued to Library faculty members working during the summer months for an additional stipend to be negotiated.

There are a number of advantages to this procedure. It should be noted that the services of all Library faculty members may not necessarily be required during the summer months. This will be increasingly true in the future if the professional staff grows as anticipated. Therefore, the number of summer contracts issued to the Library faculty should be limited rather strictly. A shorter standard contract is equally desirable for the opportunity it provides

the individual to undertake the additional research and study necessary for professional growth and development. Such opportunities will be essential if the professional staff is to develop qualitatively to fulfill the needs of the University and meet the criteria for reappointment, promotion, and tenure.

In general, the need for Library faculty development appears to have been largely overlooked. Budget support for professional travel and continuing education activities has been minimal. Substantial increases in expenditures will be required in the future.

In addition to the economic issues noted above, a number of other problems must be addressed. Foremost among these is the need for the Library faculty, and the Library, to move into the mainstream of University life. Responsibility for this rests primarily with the Library faculty, but the support of the academic faculty and University administration will also be needed. Expanded participation by Library faculty members in University affairs through representation on faculty committees and councils is essential. Serious consideration should also be given to previous suggestions that the position of Library Director be assigned the academic title of Dean of Library Service.

It should perhaps be emphasized that these and the other actions proposed to upgrade the Library staff significantly are not based upon a yearning for improved status, but upon the manifest needs of the Library and the University. In the preparation of this report, numerous examples have been cited where the failure of the Library to participate meaningfully in the University's planning and decision making processes has had serious consequences. Continued exclusion of the Library and its Faculty from institutional decision-making processes increases the risk that the errors of the past will be repeated in the future.

In reviewing its current operations and projecting its needs for the next six years, Crosby Library has identified an impressive array of problems. The staffing problems discussed here are especially important. For how these problems are addressed will largely determine Crosby Library's ability to respond successfully to the challenge of improving its collections, its facilities, and its services.

LIBRARY FINANCES

If the bulk of this report appears to be a virtually endless catalog of massive deficiencies, each requiring a massive expenditure of funds for correction, there is a reason. The Library Faculty has a professional obligation to analyze all aspects of Crosby Library's operations in an unbiased manner, to compare its findings with the nationally recognized standards of the profession, and to report the results accurately. The University community is entitled to know how well its library performs and what must be done to improve that performance.

The Library Faculty has an institutional responsibility as well. It recognizes that library needs, however pressing and important, are matched by other needs of equal severity throughout the institution. The general financial constraints upon the University are equally clear. Difficult decisions requiring the ordering of priorities and the allocation of limited resources must be made throughout the University in the years ahead. Crosby Library accepts its responsibility to participate in the decision-making process by presenting its needs accurately and to utilize the resources provided to it in the most effective manner.

With information developed previously in this report, and costs identified here, the University has the opportunity to weigh the needs of Crosby Library against competing demands and allocate its resources in a way that best serves the total needs of the institution. The Library has the responsibility to provide the best possible resources and services consistent with that allocation.

The overall dimensions of Crosby Library's financial need during the next six years may be indicated by reviewing briefly some of the major conclusions of this report. Construction of new facilities to double present library space, plus renovation of the existing building, would require a capital investment on the order of $2.5 million. Expansion of the book

collection by nearly 120,000 volumes to support current and projected new academic programs at nationally recognized levels would require an additional capital expense of nearly $2 million.

Figure 32

Anticipated Capital Expenditures

Crosby Library--Gonzaga University

November 1977

Item	Estimated Cost
Immediate building improvements, including preparation of book storage area outside Crosby Library, assuring equal access to handicapped, etc.	$ 20,000.00
New library construction, 30,000 sq. ft. at finished cost of $65.00/sq. ft.	$1,950,000.00
Renovation of current building, 34,000 sq. ft. at $20.00/sq. ft.	$ 680,000.00
New books, 118,735 volumes at 1977 estimated cost $16.27/volume	$1,931,818.00
Total	$4,581,818.00

However desirable, or even necessary, a capital investment of over $4.5 million within the next six years is obviously beyond the means of the University's normal revenues. Nonetheless, the goal should not be dismissed as impractical. Rather the capital needs outlined above should be recognized as proof of a fundamental principle that should condition all future library financial planning: regular institutional support will probably never be adequate to fund library services at desirable levels. Therefore, improvement of library facilities and services can only be realized through the development of substantial private support.

The importance of this basic principle cannot be overemphasized. The future success of Crosby Library in improving its collections, its services,

its facilities, and its overall ability to meet the needs of the University, will depend largely upon the Library's ability to secure private funding. An immediate priority in the six years ahead must be the development, by the Library and the University Relations Office, of a comprehensive program to secure private library support. Such a program must include the aggressive pursuit of grant funds from public and private sources, the organization of a Friends of Crosby Library group, the establishment of a Library Capital Improvement Drive, as well as the stimulation of gifts and benefactions to support library operations.

The importance assigned to private library support in the future is reflected in the budget projections which follow. In general, these projections identify institutional support requirements which will be needed in the next six years. Major capital expenses such as building expansion and large-scale improvement of collections must be funded privately.

1. General Library Support:

Recommended guidelines for the funding of academic libraries developed by the Association of College and Research Libraries are notably less specific than its standards for collections, services, staffing, and facilities. However, the budgeting standards do indicate the following:

> Experience has shown that library budgets, exclusive of capital costs, which fall below six percent of the college's total educational and general expenditures are seldom able to sustain the range of library programs required by the institution.

This is certainly true of Gonzaga University. Total educational and general expenditures for 1976-77 were $10,179,366 of which only $219,387 (2.2%) was committed to the support of Crosby Library. The Library's current budget of $247,456 represents 2.3% of 1977-78 budgeted educational and general expenses of $11,011,838.

A review of library budgets for the past five years indicates clearly that no growth has occurred, and within specific budget lines declines have

been suffered. The established trend of institutional support for Crosby Library at unrealistically low levels cannot be perpetuated through the six years ahead. The results are all too evident: deficient collections, inadequate services, and insufficient staff.

Guidelines issued on April 12, 1976 for the preparation of six-year plans suggest that financial estimates be based upon a 6% annual increase in personnel costs, plus a 5% annual increase for other expenses. Under normal circumstances this rate of growth should be adequate. However, Crosby Library's circumstances are clearly abnormal. Substantial increases in Library support are required in the first triennium to bring the operating budget up to a level of minimum adequacy. During the second triennium, a normal growth in Library funding of 5-6% should be feasible.

2. Library Materials:

Crosby Library's 1977-78 budget includes $49,500 for books, $26,000 for periodical subscriptions, and $5,200 for binding. At current prices, these amounts are sufficient to acquire approximately 3,000 new books, maintain about 700 current periodical subscriptions, and bind about 500 periodical volumes. The materials budget projected here envisions the purchase of about 5,500 volumes in 1978-79, increasing to about 7,500 volumes during 1979-80. Thereafter, the book budget includes only an inflationary increase of 5% per annum. Projected increases in the periodicals budget allow for the maintenance of approximately 800 current subscriptions by 1979-80 with no further additions thereafter. The projected budget for binding will permit the binding of all current periodical volumes from 1978-79 onward, plus some binding of monographs. Both periodical and binding budgets include a 5% inflationary allowance from 1979 onwards.

Figure 33

Library Materials Budget Projections

Crosby Library--Gonzaga University

Period	Books	Periodicals	Binding	Total
Current	$ 49,500	$ 26,000	$ 5,200	$ 80,700
1978-79	90,000	35,000	15,000	140,000
1979-80	125,000	50,000	15,750	190,750
1980-81	131,250	52,500	16,537	200,287
1981-82	137,812	55,125	17,364	210,301
1982-83	144,703	57,881	18,232	220,816
1983-84	151,938	60,775	19,144	231,857

Assuming a reasonable degree of price stability for books and periodicals during the next six years, the materials budgets projected above would permit the acquisition of about 45,000 new volumes by the end of the second triennium. This represents slightly more than one-third of the total estimated number of materials required to correct deficiencies and support new programs. The balance of these requirements must be met with private funds.

3. Library Personnel:

The earlier discussion of library staffing indicated the need for increasing the library staff by five (5) professional librarians and thirteen (13) library clerks during the next six years. These needs, and the budget projections which follow, are based upon the assumption that improvement of Crosby Library's collections, services, and facilities will take place as forecast in this report. Delays in expansion of the facilities or collections will postpone the need for much of the expansion of the library staff.

Other assumptions underlying these budget projections include:

1. A 10% salary increase for current clerical staff during both 1978-79 and 1979-80 to rectify the present salary structure, 6% thereafter.

2. A gradual increase in the clerical starting salary from the present $5,680 per year to $6,500 per year by 1981-82.

3. A 6% salary increase for professional staff annually throughout the six year period.

4. A gradual increase in the entry level professional salary from the present $10,500 to $11,500 by 1983-84.

Figure 34

Library Personnel Budget Projections

Crosby Library--Gonzaga University

Period	Professional	Clerical	Total
Current	$ 67,864	$ 50,413	$ 118,277
1978-79	83,936	67,454	151,390
1979-80	99,972	85,917	185,889
1980-81	120,970	103,472	224,442
1981-82	140,288	116,182	256,470
1982-83	148,405	136,152	284,557
1983-84	169,509	170,321	339,830

4. Other Library Operating Expenses:

This general expenditure category includes the library supply budget used to purchase catalog cards, photocopying supplies for the coin-operated copy machines, some instructional materials, and other miscellaneous items. Also included are expenditures for dues and memberships, travel expenses, and some capital equipment items, e.g. desks, typewriters, booktrucks, etc. This portion of the library budget has been critically underfunded in previous years, perhaps because its relationship to library service is so poorly understood. For example, dues and memberships often supplement the periodicals budget and include Crosby Library's contribution to cooperative

agencies that directly benefit the library user. New books must be cataloged, and that requires desks, typewriters, catalog cards, labels, and so forth.

The budget projections which follow are based upon increasing the operating expenditures through 1979-80, then following a 5% per annum growth rate through the end of 1984. Supply budgets reflect an adjustment for the end of the Saint Michael's cataloging project in 1978-79 plus the increased book acquisitions forecast earlier. Beginning with 1979-80, memberships include the recurring costs of principal membership in the Washington Library Network.

Figure 35

Library Operating Expense Projections

Crosby Library--Gonzaga University

Period	Supplies	Memberships	Travel	Equipment	Total
Current	$ 6,000	$ 143	$ 206	$ 945	$ 7,294
1978-79	15,000	750	2,000	5,500	23,250
1979-80	20,000	4,000	2,100	5,775	31,875
1980-81	21,000	4,200	2,205	6,063	33,468
1981-82	22,050	4,410	2,315	6,367	35,142
1982-83	23,152	4,630	2,431	6,685	36,898
1983-84	24,310	4,862	2,552	7,020	38,774

Taken together, Crosby Library estimates the need to increase Library support by approximately 15% per year through 1984. The largest increases should be obtained in the first triennium, with more modest increases realized in the second triennium. Institutional support at this level, coupled with even more substantial private support, should permit Crosby Library to make visible progress toward its goal of Library excellence within six years.

Figure 36

Estimated Operating Budgets
Crosby Library - Gonzaga University

Budget Category	Current Expenditures	Request 1978-79	Request 1979-80	Request 1980-81	Request 1981-82	Request 1982-83	Request 1983-84
Personnel:							
Professional	$ 67,864	$ 83,936	$ 99,972	$120,970	$140,288	$148,405	$169,509
Clerical	50,413	67,454	85,917	103,472	116,182	136,152	170,321
Total	$118,277	$151,390	$185,889	$224,442	$256,470	$284,557	$339,830
% Increase		22%	19%	17%	12%	10%	16%
Materials:							
Books	$ 49,500	$ 90,000	$125,000	$131,250	$137,812	$144,703	$151,933
Periodicals	26,000	35,000	50,000	52,500	55,125	57,881	60,775
Binding	5,200	15,000	15,750	16,537	17,364	18,232	19,144
Total	$ 80,700	$140,000	$190,750	$200,287	$210,301	$220,816	$231,857
% Increase		42%	27%	5%	5%	5%	5%
Operations:							
Supplies	$ 6,000	$ 15,000	$ 20,000	$ 21,000	$ 22,050	$ 23,152	$ 24,310
Memberships	143	750	4,000	4,200	4,410	4,630	4,862
Travel	206	2,000	2,100	2,205	2,315	2,431	2,552
Equipment	945	5,500	5,775	6,063	6,367	6,685	7,020
Total	$ 7,294	$ 23,250	$ 31,875	$ 33,468	$ 35,142	$ 36,898	$ 38,744
% Increase		69%	27%	5%	5%	5%	5%
TOTAL BUDGET	$206,271	$314,640	$408,514	$458,197	$501,913	$542,271	$610,431
% Increase		34%	23%	11%	6%	7%	11%